

25TH ANNUAL NATIONAL LOGISTICS CONFERENCE & EXHIBITION

"21ST Century Logistics: Vision and Strategies for the 2nd Decade"

Miami, FL

6 - 9 April 2009

Agenda

Tuesday 7 April 2009

"VISION AND STRATEGIES"

Panel Discussion: "Small Business Interoperability and Opportunity in a Complex Defense Marketplace" **Panelists:**

- VADM Keith Lippert, USN (Ret), Chief Strategy Officer, Accenture National Security Services
- MG Dan Mongeon, USA (Ret), President and CEO, Agility Defense and Government Services
- Mr. Rod Buck, President, The Columbia Group
- Mr. Dick Lohrmann, Principal, Supply Chain and Logistics, Booz Allen Hamilton

Luncheon Speaker

Honorable Jack Bell, Deputy Under Secretary of Defense, Logistics & Materiel Readiness

Panel Discussion: "Stabilization and Economic Reconstruction: Logistics Integration"

Moderator: Ambassador (Ret) David Litt, Executive Director, Center for Stabilization and Economic Reconstruction Panelists:

- Mr. Gerald Brown, Director, Industry Revitalization, Task Force on Improving Business and Stability Operations in Iraq (TFBSO), DoD
- Mr. Bill Horan, President, Operation Blessing
- Col Stephen Medeiros, USMC, Director ES-Log, USSOUTHCOM

Panel Discussion: "Multinational Logistics: A Rapidly Evolving, Complex Capability"

Moderator: Mr. George Topic, Deputy Director for Strategic Logistics, J4, The Joint Staff **Panelists:**

- Mr. Gibson LeBoeuf, Vice President, Raytheon Company
- Col F.M. Boomer, Chief of Operational Support Transformation, Canadian Operational Support Command
- RADM Linda Bird, USN (Ret), Director of Logistics Programmes and Operations, NATO Maintenance Supply Agency
- Brig Jonathan Downes, OBE, Head of Defence Logistic Operations and Plans, United Kingdom Ministry of Defence

Wednesday 8 April 2009

"PARTNERSHI PS AND PERFORMANCE" KEYNOTE SPEAKER

• LT G Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff

Panel Discussion: "Joint Logistics Leadership Fireside Chat"
Panelists:

- BG Steven Anderson, USA, Director, Operations and Logistics Readiness, Deputy Chief of Staff, G-4
- VADM Alan Thompson, SC, USN, Director, DLA

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Panel Discussion: "Industry Logistics Leadership Roundtable"

Moderator: Mr. Louis Kratz, Vice President, Logistics and Sustainment, Corporate Engineering and Technology, Lockheed

Martin Corporation

Panel Discussion: "Operational Logistics Challenges in the Evolving National Security Environment"

Moderator: Mr. John Johns, ADUSD Maintenance Policy, OSD/L&MR

Panelists:

- Mr. Christopher Lowman, SES, Director of Maintenance, Office of the Deputy Chief of Staff, G4
- MajGen Willie Williams, USMC, Commanding General, MARCORLO GCOM
- Maj Gen Bob McMahon, USAF, Director of Logistics, A-4L, Deputy Chief of Staff of the Air Force
- MG Jerry Johnson, USA, Deputy Chief of Staff, G4, U.S. Army Forces Command
- RDML Andy Brown, USN, Commander, Fleet and Industrial Supply Centers, U.S. Navy
- Mr. Jeff Orner, SES, Deputy Assistant Commandant, Engineering and Logistics, CG-4D, U.S. Coast Guard

Panel Discussion: "Contracting and Contractor Challenges on the Battlefield - Integrating and Controlling 'The Fifth Force Provider'" Moderator: Mr. Gary Motsek, ADUSD, Program Support, OSD/L&MR

Panelists:

- Ms. Kristi Clemens, President, Aegis Defense Services LLC
- RDML Kathleen Dussault, USN, Commander, Joint Contracting Command Iraq and Afghanistan (Invited)
- Mr. Will Moser, Deputy Assistant Secretary for Logistics Management, Department of State
- LT G Rick Hack, USA, (Ret), KBR

Thursday 9 April 2009

"PEOPLE: THE IMPACT OF EDUCATION AND TECHNO LOGY"

Panel Discussion: "Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness"

Moderator: LTG Bob Dail, USA (Ret), President, Supreme Group (USA)

Panelists:

- Dr. Paul Needham. National Defense University
- Mr. George Topic, Deputy for Strategic Logistics, J4 Directorate, The Joint Staff
- Mr. J. David Patterson, Executive Director, National Defense Business Institute, College of Business Administration, University of Tennessee, Knoxville
- Mr. Alan Estevez, PADUSD/L&MR
- Mr. Michael Madden, Deputy Commander, MARCORLO GCOM

Panel Discussion: "Operationalizing Information Technologies: Impact on People, Processes and Readiness"

Moderator: Mr. Tim Harp, Deputy Assistant Secretary of Defense for C3ISR & IT Acquisition, OSD

Panelists:

- Mr. William Kanotz, Director, Logistics Programs, Surveillance Systems, Northrop Grumman Electronic Systems
- Mr. James Sprang, Autonomic Logistics Information System Program Manager, Lockheed Martin Corporation
- MG Dennis Jackson, USA (Ret), Director, Logistics Transformation, Oak Ridge National Labs
- Mr. Jon Newsom, Sustainment/PBL Solution Principal, SAP Public Services, Inc.

LUNCHEON SPEAKER

• Gen Duncan McNabb, USAF, Commander, USTRANSCOM

Panel Discussion: "Homeland Defense: People, Processes and Technology in Crisis Response"
Panelists:

- Mr. Richard Gunderson, Acting Chief Procurement Offices, DHS HQ
- Mr. Jeff Orner, SES, Deputy Assistant Commandant, Engineering and Logistics, CG-4D, U.S. Coast Guard

Joint Log Greatest Hits -- 2009

1.

nabled Joint Log C2 thru Joint Doctrine

The COCOM may elect to assign responsibility to establish a joint command for logistics to a subordinate Service component." JP 4-0 (18 Jul 08)

2.

tood up a Joint Logistics Command in Afghanistan

- Joint Sustainment Command Afghanistan (JSC-A) in KAF
- 1-Star Cmd built around 143rd Expeditionary Sust Cmd (ESC)
- Leveraging success of JFSCC in Korea (FOC Sep 07)
- JSC-A = Logistics Process (vs. Player) Owner in Afghanistan

3.

uperb Success of MRAP Joint Program Office

- Over 15.6K MRAP (5 variants) produced (11.7K OIF; 2.4K OEF)
- OR = 94% overall; ASL's tripled + 0 Bal w/ DO cut in half since Sep 08
- Huge force protection enabler; many lives saved from IED's



Joint Log Honorable Mention -- 2009

- DISTRIBUTION OPS (USTC/CDDOC): Commercial surge capability, TP-4 initiative, OIF Unit Redeployment in 50 days, NDN, etc.
- 2. <u>DLA STRATEGIC PARTNERING</u>: Optimizing Service stock positioning (WRSI, MRAP, etc.); leveraging DLA fwd depots
- 3. <u>ENERGY CONSERVATION/PRODUCTION</u>: JCTD at NTC (wind + solar + micro-grid + foam insulation); theater initiatives
- 4. ASSET VISIBILITY: GCSS-J in CENTCOM + COP development
- 5. OPERATIONAL CONTRACT SUPPORT: Joint Contingency Acquisition Support Office (JCASO); contractor visibility (SPOT)

Continue the trend; Log opns in theater incredibly EFFECTIVE, but Joint Log can empower much needed additional EFFICIENCY



NATO MAINTENANCE AND SUPPLY AGENCY AGENCE OTAN D'ENTRETIEN ET D'APPROVISIONNEMENT

NAMSA Supporting Multinational Logistics Requirements

Presented to:

25th Annual Logistics NDIA Conference



Linda BIRD
RADM, SC, USN (Ret)
Director, Logistics Programmes and Operations



- Overview
- Supporting National Logistics Requirements
- Kandahar Airfield (KAF)
- Future Integrated Logistics Support
- Challenges



Essentials

Mission

- Logistics support to NATO or member states
- Guarantee effectiveness / Maximize efficiency



Role

Close gaps within national / multinational logistics requirements through contracts with industry



Principles

- Consolidate... customer requirements
- Centralize... single face to customers / suppliers
- Competition... International Competitive Bidding

Extension of NATO Armed Forces Logistics



Support Portfolio





- SHAPE (common funded programs)
- Other Agencies / Organizations
- eLogistics

Support to NATO Initiatives



- Capability Packages
- Strategic Lift
- Trust Fund
 Demilitarization
- ISAF Helicopter Initiative

Crisis Response Operations



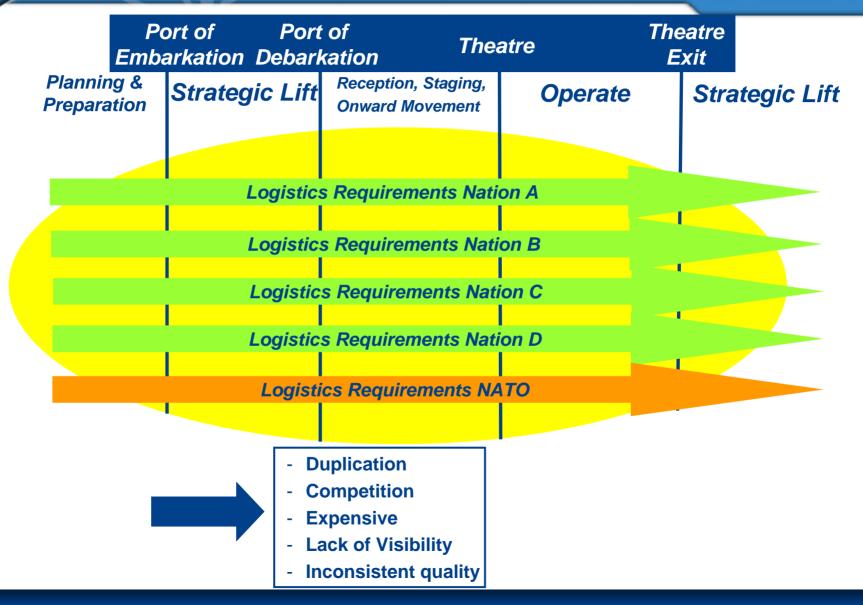
- ISAF
- NATO Response Force
- Humanitarian relief
- Balkans

General Support (In-service)

Direct Support (In-theatre)

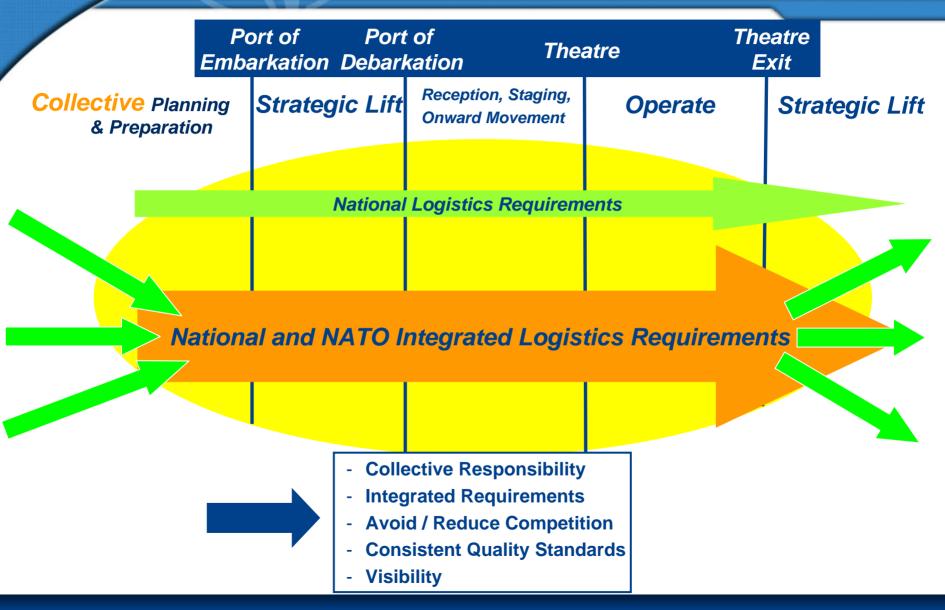


National Logistics Approach





Multi-National Collective Approach





Kandahar AirField (KAF) NAMSA Learning by Doing



Background

- No new Lead Nation after US
- Nations and NATO wanted integrated logistics support
- Tasked NAMSA to integrate **National & NATO requirements**

Mission

 Deliver contracted logistics support ... time, cost, quality

Concept of Support

- Harmonize, not compromise, requirements ... Plug & Play
- Integrate multiple contracted providers
- On-site and Reach Back Support Technical, Contractual, Financial
- One Stop Service for all levels

Trust and Confidence

07 April 2009 Linda BIRD



Future Integrated Logistics Support

	Logistics Requirements							
	Weapon System Mainten ance	Services	Supplies	Asset Visibility	Lift	Civil engine ering	Infra struc ture	Medical
А	In	tegrate	d Logis	stics S	Jppe	ort		
В		Consoli	date re	quiren	nent	S		
С		Coordir Military	Comm	ands 8	k Na	tions		
D		n theat Reach E		ence (Field	d Offic	:e)	
NATO								

MN LOGISTICS SUPPORT FRAMEWORK



OTAN Challenges

General

- Managing Risk and Complexity
- Capturing Knowledge
- Time, Quality and Cost Friction
- Delegation vs Centralized Control

Multi-National/NATO

- Early Engagement in Collective Planning Process
- Prefinancing
- Boundaries for Contractors ... Acceptance of Risk
- Civilian Agencies Supporting Military Operations
- Committee Based Decision Making vs Operational Tempo
- National Autonomy vs Collective Responsibility



Canadian Operational Support Command Commandement du soutien opérationnel du Canada

Presentation to the 2009 National Defense Industrial Association

An Interconnected World Needs Interconnected Logistics

The Canadian Experience

Colonel Michael Boomer Chief of Operational Support Transformation Canadian Operational Support Command



Content

- Weight in the Historical Why Nations Work Operationally Together but Logistically Apart
- Today's Headlines Tomorrow's Logistics Problem
- What We Can Do Realising Short-term Limitations and Long-term Opportunity
- Conclusions



History – Why Nations Work Operationally Together but Logistically Apart

Trust – So easy to say and so hard to practice

- Nationally, the various Armed Services are often unwilling to trust each other let alone another nation's Armed Services
- The question of reciprocity how do you value the exchange of logistics goods and services to ensure some reciprocity?
- Return for the nation's taxpayer the fear of freeloading



Today's Headlines -

Tomorrow's Logistics Challenges



Today's Headlines – Tomorrow's Logistics Challenges

Piracy off the Somali Coast



Pakistan Earthquake 2005



With the UN in the Sudan



Afghanistan



Anti-Piracy Food Relief 2008



Current CF Operations Operation PROTEUS Operation GLADIUS Operation SNOWGOOSE MEPP- Jerusalem **UNDOF- Golan** UNFICYP - Cyprus **Operation JADE Operation BRONZE UNTSO- Middle East** NATO HQ - Bosnia **Operation CALUMET** MFO- Sinai, Egypt **Domestic Ops Operation ATHENA / ARGUS / ARCHER** Kandahar, TSE, Kabul, PRT, ISAF, Europe. **Operation HAMLET** MINUSTA- Haiti **Operation ALTAIR HMCS OTTAWA Operation FOUNDATION** Liaison Team- Tampa Bahrain **Operation AUGURAL** AMIS- Sudan, Ethiopia **Operation SCULPTURE IMATT- Sierra Leone Operation CROCODILE Operation SAFARI** MONUC - DRC 18+ Operations Worldwide **UNMIS- Sudan** Over 3,000 Pers. Deployed

New Systems CC-177 (C-17) Globemaster III



New Systems - CH-147 & M777



New Systems - RG-31 Nyala

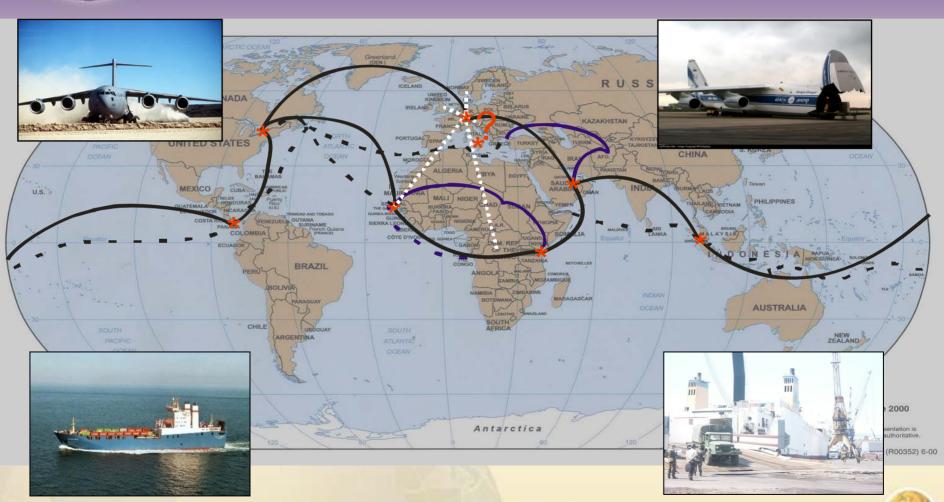


New Systems - Leopard II





Global Reach Hub and Spoke Concept





Multinational Forums

Principal Representation



Senior NATO Logistics Conference (SNLC)



Quadrilateral Logistics Forum



Pacific Area Senior Officer Logistics Seminar

Working Group Participation



Multinational Interoperability Council (Log MIWG)

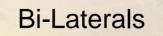


Multinational Planning Augmentation Team



United Nations Contingent Owned Equipment (COE) Working Group





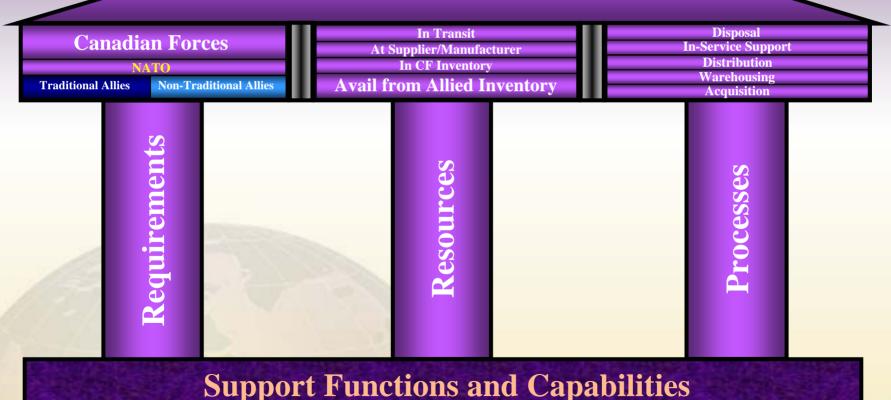






Success Through Visibility

Domain Wide Partner Visibility





The Three Themes

- People
 - Trust
 - from shared experience and training
 - Common Terms
 - Shared Understanding
 - Respect for Each Other's Strengths
 - Support to cover Each Other's Weaknesses



The Three Themes

Processes

- Common Lexicon
- Common Standards
- Legal Arrangements in place
- Financial Arrangements in place



The Three Themes

- Technology
 - Service Oriented Architectures
 - Commonly defined data elements
 - exchangeable across software
 - Shared Data Collection
 - RFID, Bar coding, next gen information systems
 - Secure worldwide transmission and server architecture





Concluding Remarks

- No part of the world is separate from the rest – we're all interconnected
- Nations will find themselves working together more than ever in the future
- For support and supporters this will demand interconnected logistics



Concluding Remarks

Canada is looking for international partners who would like to work together to create the climate of trust among our **people** to build new international processes and who can be enabled by new technology, to provide the effects that our nations need to prosper in a secure and safer world



Task Force to Improve Business and Stability Operations in Iraq

NDIA Panel Discussion

Gerry Brown
Director, Business Revitalization
Gerald.brown@osd.mil
703-607-3554



Task Force Mission and Purpose

Task Force Mission: Evaluate DoD business enterprise processes and associated systems in Iraq affecting contracting, logistics, fund distribution, financial management and align to the theater commanders goals for reconstruction and economic development.

Industrial Revitalization Initiative Purpose: To facilitate the reemployment of the Iraqi people, by restarting public and private industrial enterprises via direct contracting of goods, reestablishment of intra-Iraq demand, and connections to global supply relations with U.S. and international industry.

Aligning to Warfighter Needs

- •"We need to put the angry young men to
- •work. One of the key hindrances to us
- establishing stability in Iraq is the inability
- •to get the economy going. A relatively
- •small decrease in unemployment would
- •have a very serious effect on the level of
- •sectarian killing going on."



•LTG Peter Chiarelli, former Commanding General of MNC-I

Task Force for Business and Stability Operations – Iraq Scope of Economic Development Effort



Partner	Direct Investment / Privatization	Launched investment management team, targeting multi-\$B in direct investment from private equity, financial institutions, regional investors. Sponsor conferences in region generating direct investment in KRG and Iraq in excess of \$1B to date. Privatizing SOE's – first bids in process in support of MIM.
JCC I/A	Market Demand Establishment & Restoration/DOD Contracting	Recreating intra-Iraq demand among factories, negotiating regional and global supply agreements, joint ventures. Goal of \$100M in demand in 2008. Establishing call center in Irbil, creating customer service model for region.
JCC I/A	Industrial Capacity Restoration	Restarting / restoring production to Iraqi industrial base. 17 factories restarted, 30 in process. Crosses industrial sectors.
USAID	Agricultural Revitalization	Team Borlaug of Texas A & M has had a team on the ground in Iraq working directly with farmers across Iraq on agricultural revitalization

Communications Infrastructure

Banking & Financial Systems

Treasury,

USAID

C6, DISA,

DOS

leveraging DOD spend to light fiberoptic circuits, creating secure foundation for financial and business transactions.

Completed analysis of Iragi communications infrastructure,

Leveraging DOD contracts with Iraqi firms to force transition

to automated private banking. Creating consortium of private

banks and international financial institutions to automate

financial transactions.

Bottom Line: TFBSO is pursuing a comprehensive economic restoration plan that leverages our spending to drive market behavior.



Extended Task Force Achievements

- Attracted large companies such as Daimler/Mercedes, Cummins, Caterpillar and GM to Iraq, with more on the way
- Helped drive \$200 million per month to Iraqi businesses under Iraqi First
- Restarted over 30 state owned enterprises, re-employing tens of thousands of workers
- Strengthened Iraqi private banking sector, and created consortium which issues Mastercards
- Facilitated privatization of Iraqi SOEs
- Improved GOI budget and execution capabilities, leading to multibillion dollar procurements from Boeing, GE and others



Truck Test

Connect the dots for these articles:

- NY Times bomb blasts in Baghdad underscore tension between Sunni fighters and the government
- NY Times "Military budget reflects a shift in US strategy"
- 3. National Defense "Army's Truck Troubles after the war, do we toss them or fix them?"
- 4. NY Times, "American Seeks Bonds to Islam, Obama Insists" (in Turkey)



You should:

- 1. Start POMing for money to reset/recap HMMWVs
- 2. Plan the mother of all lifts to bring this stuff back to CONUS
- 3. Start putting together your proposal to set up an American run, TCN staffed reset center in Dubai
- 4. Print out the disposal regs for some light bedtime reading
- Start thinking about how you could bring your expertise, Iraqi partners and external funding together to re-employ SOIs, build Iraqi capability and save USG money and lives



If you're a DoD Logistician...

Opportunity

- Seat at the big table
- You've got the required skill sets
 - Business knowledge
 - Links to US enterprise
 - Supply chain experience
- Stability ops economic development will improve logistics performance
- This is going to be a military function, so learn this stuff and you're employable for life

Challenge

- A lot of what you know is wrong, and we're going to need to unlearn it (or at add a whole new way of thinking)
- You'll need to do your day job while doing stability logistics
- The Empire is going to strike back. Be prepared for conflict, irregular warfare and personal attacks. And that's just from the DoD. The time you'll spend outside the wire will be easy by comparison



If you're a contractor...

Opportunity

- New opportunity set
- Understanding of the military and conflict areas will help you be successful, and is invaluable to commanders on the ground
- This is yours to lose over the traditional economic development guys

Challenge

- DoD is changing the rules on you
- New talk, old walk
- HOW will become more important than WHAT
- No good deed will go unpunished

Stability ops is the only way we're going to win these wars



Questions?









POWER

"Successful diplomacy is made possible by the capability evidenced by Naval power." (Secretary of the Navy, Donald C. Winter)





















P R E S E N C E

Forward presence allows us to combat terrorism as far from our shores as possible.





















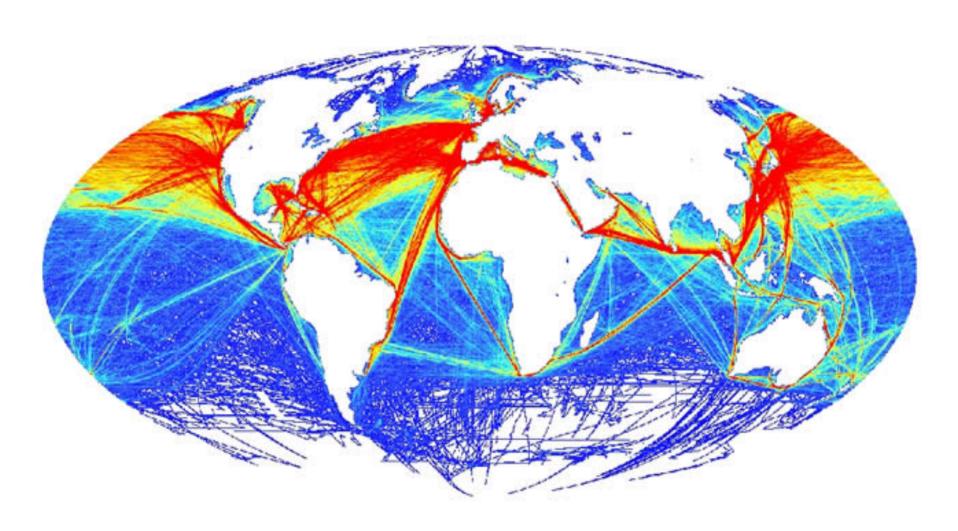


SEA CONTROL

Forward presence allows us to combat terrorism as far from our shores as possible.

A Cooperative Strategy for 21st Century Seapower

Maritime Strategy Collection CHINFO Production

















MARITIME SECURITY

"The free flow of commerce is absolutely essential for our prosperity and that of other nations." (Chief of Naval Operation, Admiral Gary Roughead)

















POWER

"Successful diplomacy is made possible by the capability evidenced by Naval power." (Secretary of the Navy, Donald C. Winter)





















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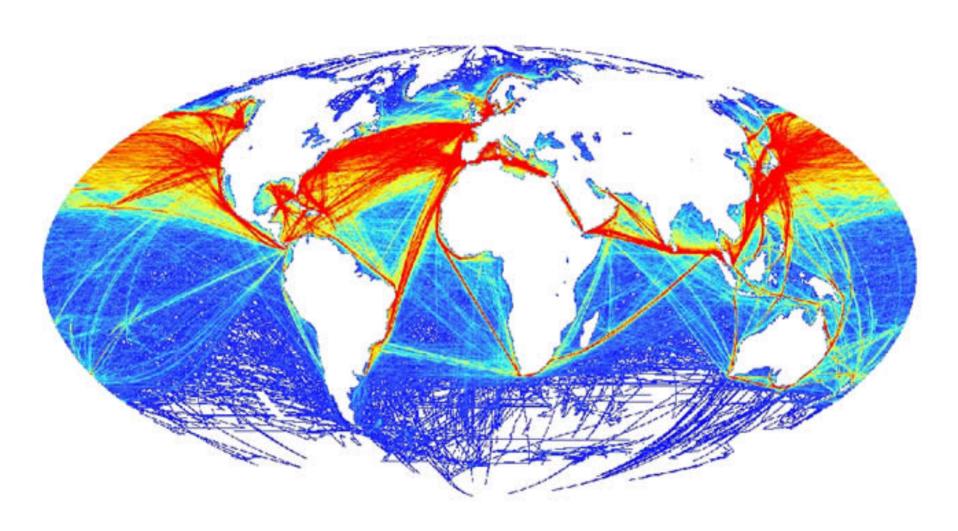


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"The free flow of commerce is absolutely essential for our prosperity and that of other nations." (Chief of Naval Operation, Admiral Gary Roughead)

A Cooperative Strategy for 21st Century Seapower









EGS SECURING A BETTER FUTURE

















Aegis LLC is a U.S. company and a member of the worldwide Aegis Group which is based in London with overseas offices in Afghanistan, Iraq, China, Nepal and Bahrain.





IEGIS



IRAQ RECONSTRUCTION MISSION

Provide 24/7 common operating picture to GRD/MNFI and contractors to support reconstruction efforts.

- 24/7 Operations Center
- Intelligence and Operations Support
- Full integration with the military
- Support to reconstruction work of GRD/USACE, prime contractors and PSCs

- 1400 personnel
- Provision of C3I
- Tracking and Communications
- Reconstruction Liaison Teams
- Interface
- Mobile & static security
- Quick Reaction Forces and medical evacuation





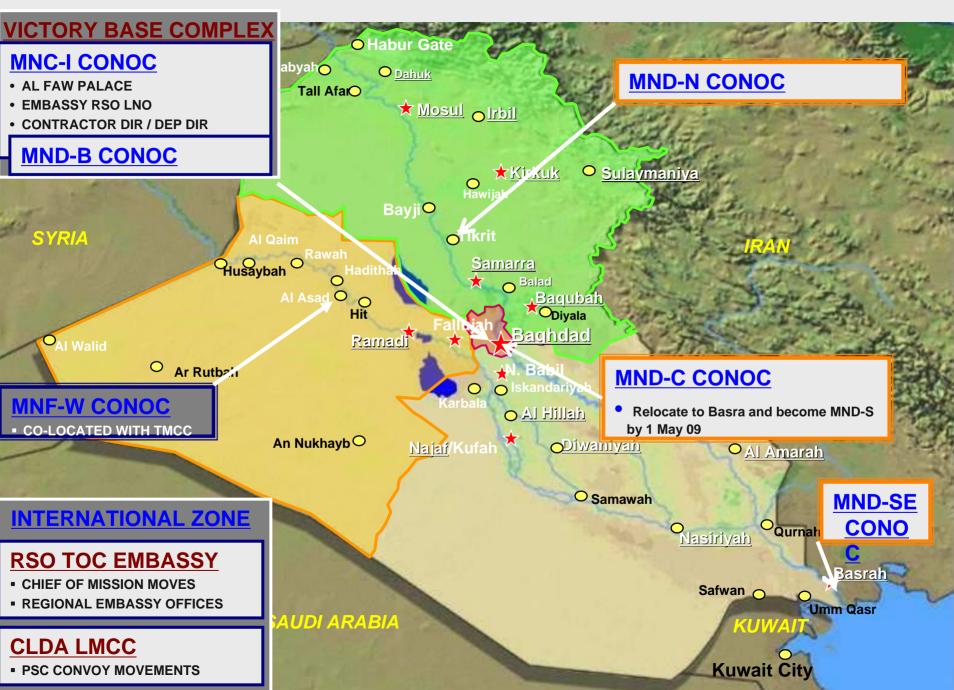




CONTRACTOR OPERATIONS CELLS (CONOCS)

- •The CONOCs successfully provide the Multinational Corps-Iraq (MNC-I) with visibility of Private Security Contractors' (PSCs) operations and activities throughout Iraq This includes DOD PSCs and State Department PSCs, as well as other entities choosing to participate.
 - Over 100 entities currently employ CONOCs' services.

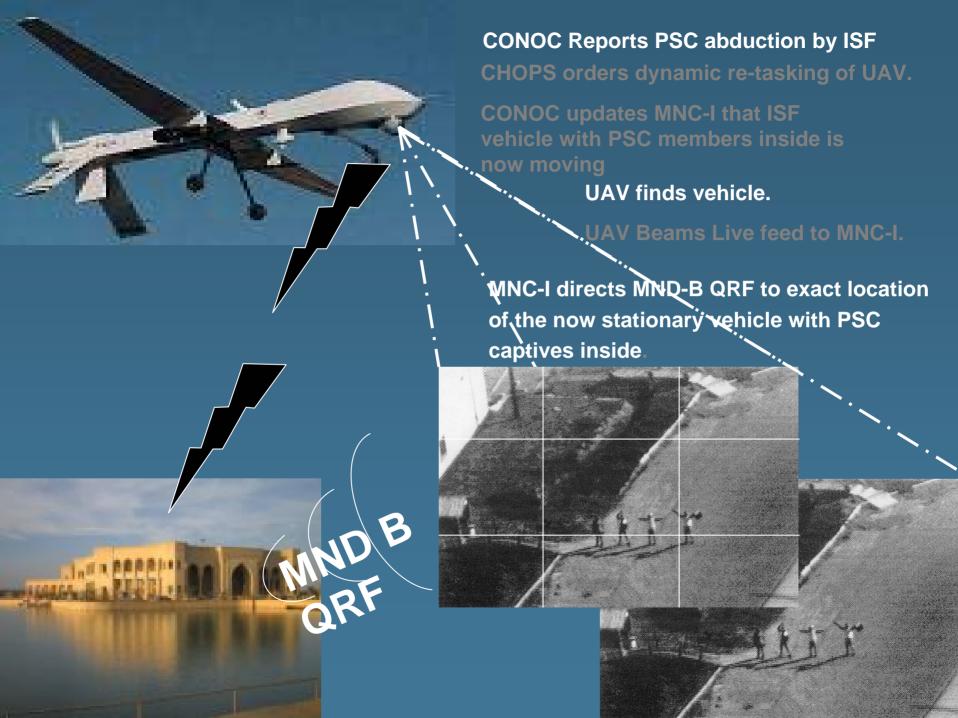
CONOC Architecture





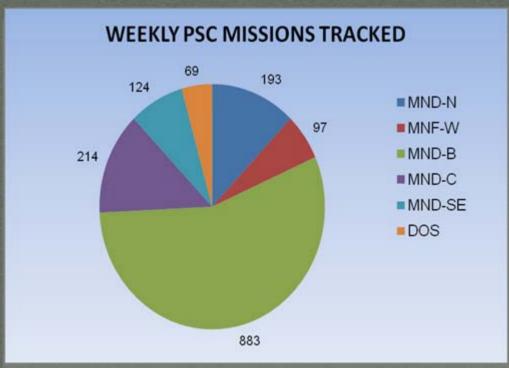
CONOC KEY TASKS

- Facilitates situational awareness and provides real time visibility to the US military of *all* PSC operations and activities.
- Process PSC movement requests down to the battalion level.
- Provide time sensitive information to PSCs thru the CONOC Spot Report System, including Imminent Danger reports, "nogo" areas, IED finds, and regular updates of road conditions.
- Respond to transponder alerts and coordinates Quick Reaction Force as necessary.
- Gather information and provide subject matter expertise on PSC structures, capabilities, limitations, and identities.





Distribution of Effort 25 Mar - 1 Apr 09



- 1,580 PSC Missions Tracked
- 5 Panic Alarms Activated
- 0 ISF related Incidents
- 0 QRF/MEDEVAC Requests
- 15 PSC Incidents
- 64 Spot Reports
- 41 RFI's

IN 1 YEAR....

CONOCs Tracked 98,892 PSC Missions

MEGIS

OFFICE OF THE SPECIAL INSPECTOR GENERAL FOR IRAO RECONSTRUCTION

OVERSIGHT OF AEGIS'S
PERFORMANCE ON SECURITY
SERVICES CONTRACTS IN IRAQ WITH
THE DEPARTMENT OF DEFENSE

SIGIR-09-010 JANUARY 14, 2009 "The Contractor
Operations Cells are an integral part of the improved coordination and oversight process."
-- (SIGIR Report P. 19)





The Value of Small Business in Federal Contracting

Dan Mongeon, President & CEO, Agility DGS









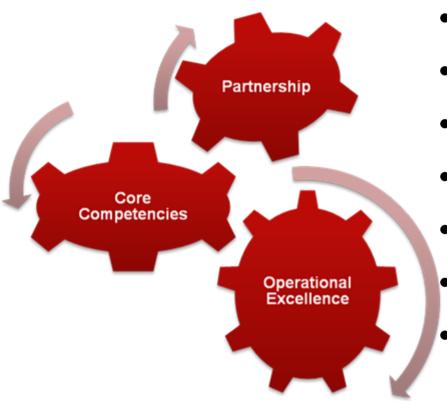
Agenda

- Agility Philosophy
- Benefits to SB Partnerships
 - Our Benefit, Their Benefit, Government Benefit
- Key Enablers to SB Partnerships
 - Strategic Partnerships
 - Joint Ventures
 - Supplier Alliances
- Final Thoughts & Discussion





Agility Philosophy



- Commit to partnerships
- Combine core competencies
- Exchange ideas
- Share past performance
- Expand business opportunities
- Host SB Networking Events
- Maintain SB supplier database (647 currently)

Provide Strong Supply Chain Network & Best Commercial Practices





Benefits to Small Business Partnerships

Us

- Our core competencies are enhanced by those of the small business.
- SBs bring specific skill sets and past performance needed for market penetration.

Small Business

- Access to sophisticated programs and systems to enhance their capabilities.
- Help in the development of their vision as a federal contractor.

Government

- Large and small businesses work together for expert execution of contract requirements.
- SBs become a stronger member of the supply chain.



Key Enablers to SB Partnerships

Strategic Partnership

Long term relationship for business development and growth

Joint Venture

Combined expertise for competitive teams to expand the horizon of opportunities

Manufacturer **Alliance**

Consortium of specific commodity producers for developing skill sets needed for market penetration











Strategic Relationship

- Blue Chip Manufacturing & Sales, Inc.
 - Woman-Owned, HUBzone, 8(a), Small Disadvantaged Business
 - Manufacturer of Precision Spare Parts
 - Blue Chip brings expertise in configuration management, kitting, and reverse engineering for obsolete items
 - Joint Business Development Opportunities
 - Result:
 - A SBA 8(A) Mentor Protégé Relationship
 - Signing Ceremony 12 June 2008



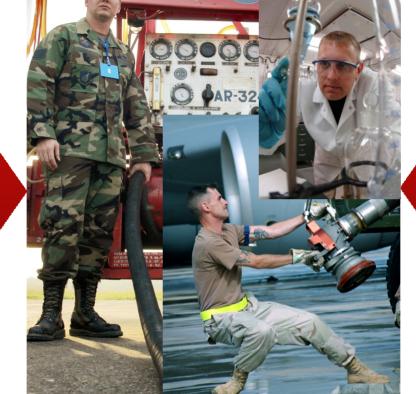




Agility

& Ferguson-Williams

Joint Venture



Hammer

- Hammer, Inc. Service Disabled Veteran Owned Small Business
- Hammer brings expertise in bulk fuels storage and distribution
- Agility brings global network and worldwide distribution expertise
- JV has 7 sites up and running successfully





Manufacturer Alliance

Agility & 20 Small Businesses

Agility

Focused on a Common Solution

Machining (12)

Electronics (3)

Provides Endto-End Class IX Product Solutions

Stamping (2)

Raw Materials (3)

Other Alliances Planned





Concluding Thoughts



Continuous Process to Provide a Value Added Solution







Rich Brooks VP, AAP Operations (703) 417-6011 rbrooks@agilitylogistics.com

Jean Ann Grandinetti
Director Supplier Diversity
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jgrandinetti@agilitylogistics.com

Doug Baker
Director, Business Development
(703) 870-0614
dbaker@agilitylogistics.com

Questions?





Multinational Logistics: a rapidly evolving, complex capability

Brigadier Jonathan Downes Head of Defence Logistic Operations and Plans

UK MOD





Format

- UK Context
- Contractor Support to Operations
- The Logistic Landscape in Afghanistan
- LOGWAR 08 Multinational Study Group – 'Smaller, Faster, Better'.
- Conclusions.





Context

- Expeditionary Operations: faster, further, longer duration.
- Expect to be part of a coalition.
- Logistic Support will be:
 - Joint by design.
 - Ready and rapidly deployable.
 - Configured for the 'most likely' scenarios.
 - Agile, flexible and with minimal logistic footprint.
- Planned and managed 'end to end'.





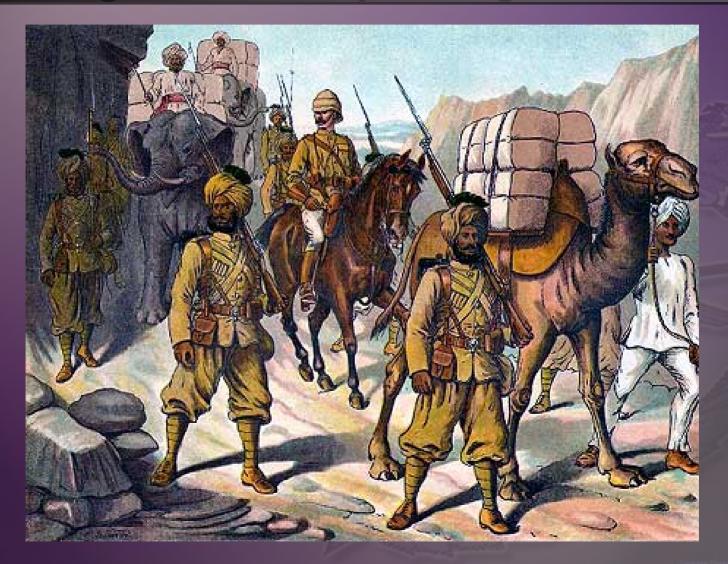
Contractor Support to Operations

- Necessary and appropriate in most circumstances – threat, cost and capability driven.
- An increasing trend.
- Reliance on contractors needs to be managed. Key issues are:
 - Legal liability.
 - Preparation and Integration.
 - Protection.
 - •MOU/SOFA.
 - Tracking and control.
 - Cumulative Risk.





The Logistic Landscape in Afghanistan







The Logistic Landscape in Afghanistan

- Difficult Lines of Communication both into and within the country.
- Very limited Host Nation Support (HNS) and In-country Resources.
- Complex matrix of logistic responsibilities:
 - National
 - •NATO
 - •Bi-lateral
- Shared Infrastructure.
- Extensive use of both national and multinational contracts.





The Logistic Landscape in Afghanistan

KEY TAKEAWAYS

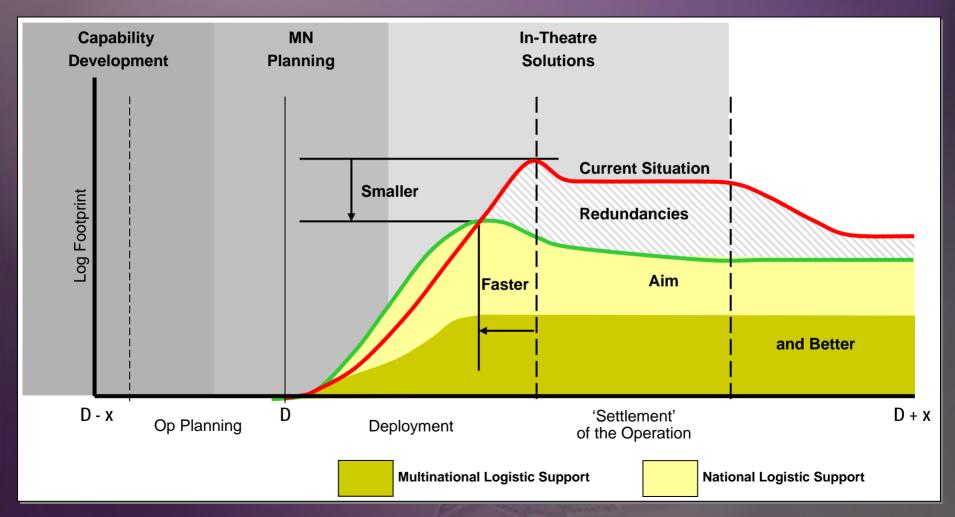
With the benefit of hindsight, multinational logistic solutions should have been pursued much more rigourously from the earliest stages of national and coalition planning.

Duplication of capabilities and competition for scarce resources has reduced the effectiveness of coalition logistics and, in some cases, has limited the freedom of the operational commander.





LOGWAR 08 Multinational: Smaller...Faster...Better

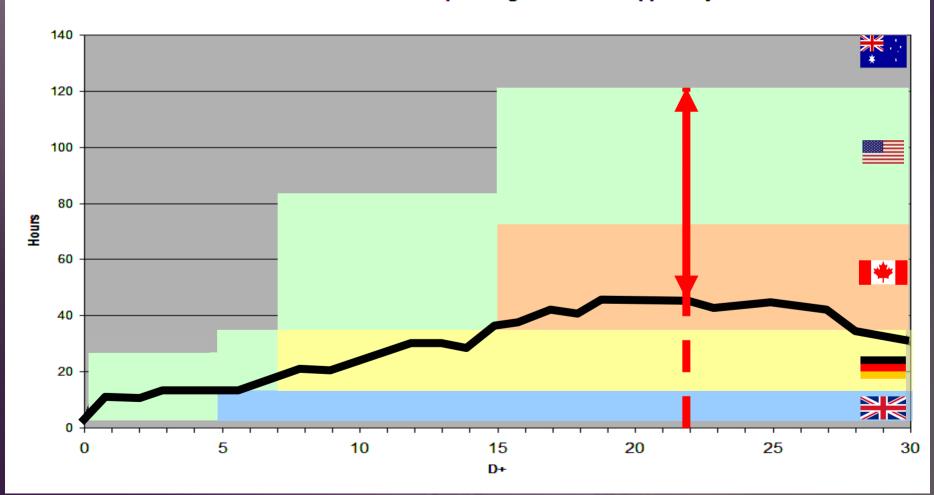






LOGWAR 08 Multinational: Benchmarking – Quantifying the Potential Benefits

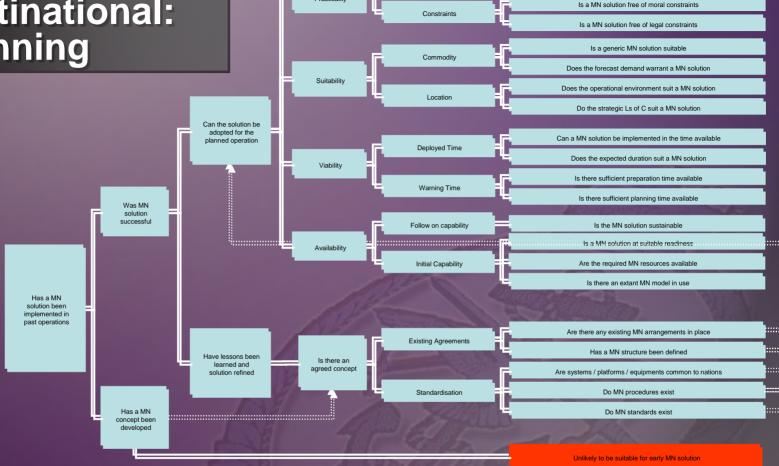
Handler hours required against hours supplied by nations







LOGWAR 08 Multinational: Planning



Practicality

Advantages

Are there benefits for operational effectiveness

Are there henefits for operational efficiency

Planning Tools

• Improve the range, utility and validity of MN Logistic Planning Decision Support Tools and matrices, and their value to the planning process and the Operational Commander.





LOGWAR 08 Multinational: In-Theatre Solutions

Multinational Solutions

- Encourage greater efforts to develop flexible MN Logistics arrangements.
- Identify and fund MN Logistics Training.

Current Concepts

- Re-energise and further develop the NRF Logistic Concept for NATO led operations.
- Adopt the NRF Logistic Concept as the basis for coalition operations.





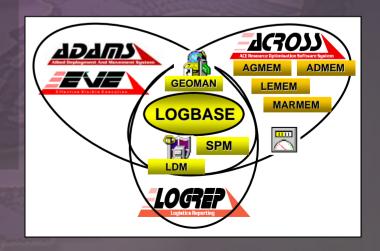
LOGWAR 08 Multinational: In-Theatre Solutions (Cont)

Contract Support

• Development of a concept and agile mechanisms for the adoption of a MN contracting process in support of alliance and coalition operations.

Decision Support Tools

- Encourage adoption of LOGFAS as the primary application for MN Logistic planning and data integration.
- Ensure that the future development of LOGFAS takes cognisance of the increasing instances of Coalition operations.





Contracting and Contractor Challenges on the Battlefield

Rear Admiral
Kathleen M. Dussault SC, USN
Director
Supply, Ordnance and Logistics Operations Division
Office of the Chief of Naval Operations

Command Relationships

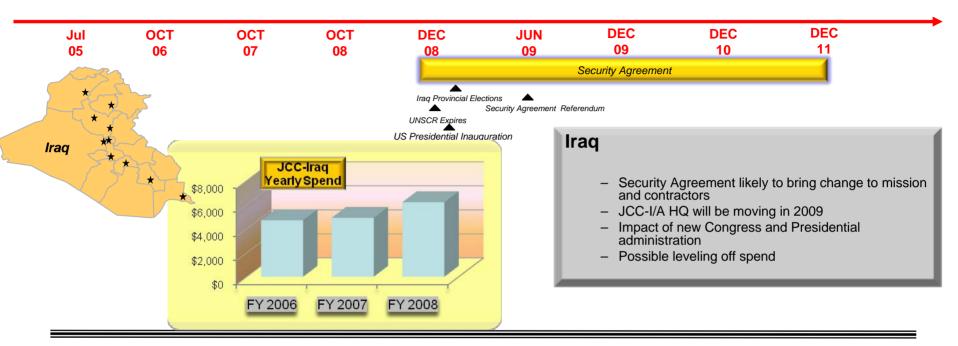
- Direct Reporting Relationship is All Important!
- JCC I/A currently situated within MNFI as a Major Subordinate Command
 - USFOR Afghanistan in transition
 - Flow of Contracting Authority—proximity is all important!
 - Responsiveness AND Accountability
- Contracting Critical to the Joint Campaign Plan
 - MAAWS Money As A Weapons System!
 - Continuum from Combat to Stability Operations

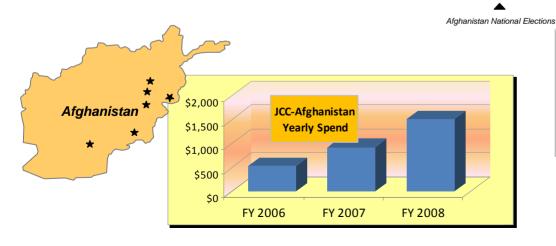
Theater Business Clearance

- An 'Enterprise' concept!
- Agency w/ requirement follows DFARS PGI and DPAPSS memo
 - Special Instructions for Overseas
 - Directs to COCOM Web
- CENTCOM Website contains
 - Tracking sheet
 - DCMA External Contract Admin Questionnaire
 - Special Requirements
 - BC Guide
- Agency submits to theater PARC for review and transmittal to TBC lead
- TBC lead reviews request for Special Requirements, Contract Admin Delegation
 - Approve/reject
- However...'we don't know what we don't know! BIG ISSUE!

1st Qtr FY09 - 119 TBC requests processed/approved ... \$6.38B

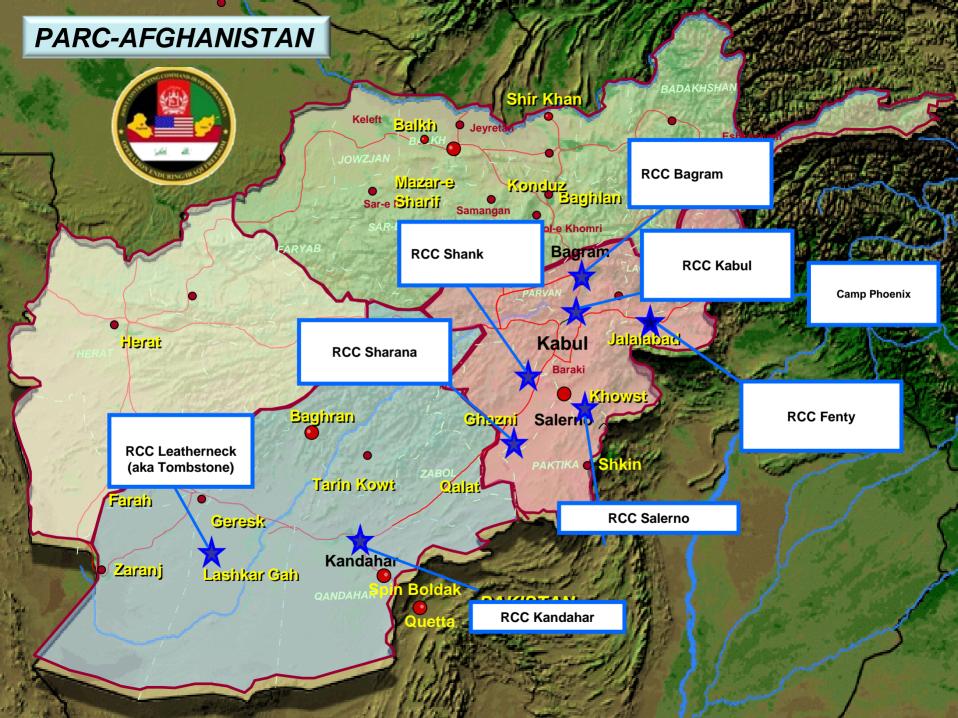
Mission Forecast





Afghanistan

- Continued build-up expected
- Recently added two additional sites
- More of a contingency environment



DoD Logistics Human Capital Strategy (HCS)











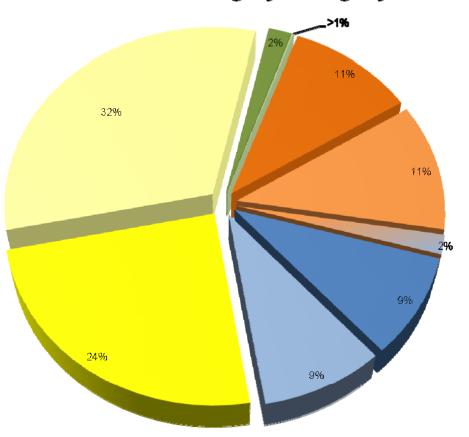


Alan Estevez
Principal Assistant Deputy Under Secretary of Defense
Logistics & Materiel Readiness



The DoD Logistics functional community comprises over 615,000 active duty military and civilian personnel*

Workforce Sizing by Category



Sources: Defense Civilian Personnel Data System (DCPDS)

Defense Manpower Data Center (DMDC)

Military Services

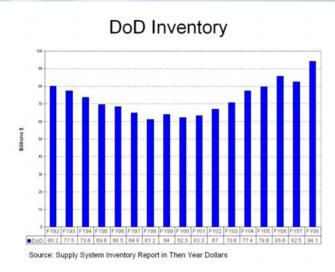
Notes: * Augmented by over 200,000 Guard/Reserve personnel

	Civ	Mil	Total
Maintenance	143,295	199,516	342,811
Support	24%	32%	56%
Supply	63,350	72,037	135,387
Management	11%	11%	22%
Cross-Category	1	11,012	11,012
(SM & D/D/T)		2%	2%
Deploy/Dist/	56,194	56,679	112,873
Trans	9%	9%	18%
Life Cycle	12,426	935	13,361
Logistics	2%	<1%	2%
	275,265	340,179	615,444
	46%	54%	100%

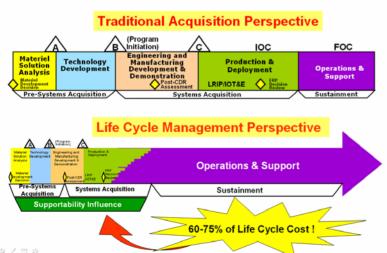
Demographics current as Sep 30, 2008



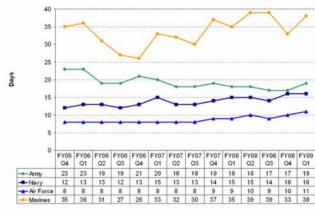
Improving Logistics performance requires the right skill sets



Moving From Acquisition to Life Cycle Management Framework

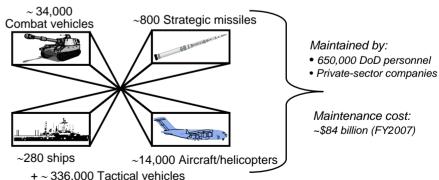


Mean Customer Wait Time by Customer



Source: DD2829 CWT (Marine Corps times are high because they exclude local issues.)

Systems Supported by DoD Maintenance



- + Communications/electronics equipment
- + Support equipment
- + Other systems

DoD's military equipment is valued at ~\$345 billion

3



The DoD Logistics Civilian Leader Development Framework





Forecasting and Demand Planning

Supply Planning

Sourcing

Inventory Management

MAINTENANCE SUPPORT



Maintenance Operations (includes depot maintenance)

Production & Support

DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION



Physical Distribution/ Transportation Operations

Deployment Planning

LIFE CYCLE LOGISTICS



Logistics Design Influence

Integrated Logistics Support Planning

Product Support & Sustainment

Configuration Management

Reliability and Maintainability Analysis

Technical/Product Data Management

Supportability Analysis

Core Competencies

Leading Change

Leading People

Results Driven

Business Acumen

Building Coalition

Enterprise-Wide Perspective



National Defense Industrial Association 25th Annual National Logistics Conference



LTG Kathy Gainey
Director for Logistics (J-4)
The Joint Staff
8 Apr 09

Agenda





- **Reading the Demand Signals**
 - Why focus on 2020?
- Interagency Logistics
 - New partnerships and processes
- Interagency Logistics Imperatives
 - Conceptual Framework





"The future of national and international security lies in interoperability and cooperation among the Services, the interagency, international partners and nongovernmental organizations."

CJCS Guidance

Progression of Joint Logistics







To Jointness...

To Coordination...

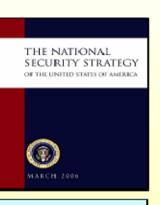
To Deconfliction...

From Competition...



Progression also applies to Interagency Logistics

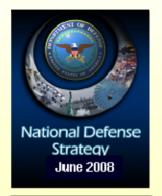
Documents that Impact the Future of **Joint Logistics**



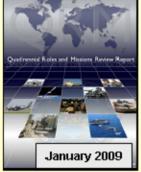




2009











Quadrennial Defense









National Security Strategy

National Defense Strategy

Joint Logistics Strategy

Opportunity to shape the future of Joint Logistics

"Demand Signals..."





DOD Report on Improving Interagency Support

<u>June 2007</u>

REPORT ON IMPROVING INTERAGENCY SUPPORT FOR UNITED STATES 21"
CENTURY NATIONAL, SECURITY MISSIONS AND INTERAGENCY OPERATIONS IN SUPPORT OF STABILITY, SECURITY, TRANSITION, AND RECONSTRUCTION OPERATIONS
June 2007
Report to Congress
Submitted Consistent with Section 1035 of the John Wener Hational Defense Authorization Act for Fiscal Year 2007 (P.L. 109-364)



GAO Report on Improving Stability Operations

May 2007

"Military forces must become more capable of... integrating non-kinetic activities into traditional combat missions ..."

How does the logistics community incorporate this trend?

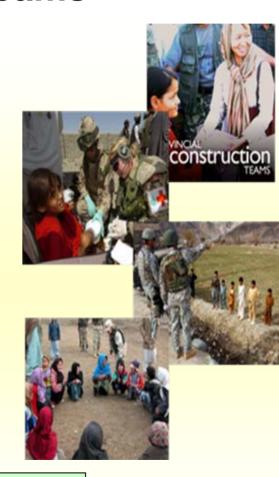


"Demand Signals..."



Provincial Reconstruction Teams

- Great example of interagency-centric operations
- Whole of government approach
- Integrates non-kinetic missions



Incorporate interoperability into war planning at outset

Traditional COCOM Support Model



Solutions to regional problems

One example... AFRICOM Support Model



Make US Military the <u>last</u> option



Adaptive Logistics Network



Matrixed visibility

Commercial - NGOs/IGOs - Contractors - Multinational - Military

- Focus on collaboration
- Overcome culture differences and perception barriers
- Harmonizes and synchronizes planning and actions
- Helping build support capabilities for African militaries,
 economies and societies

Building Capacity and Capability



Recent Interagency Examples...



- 2004-2005 Tsunami Relief
- 2006 Lebanon Non-Combatant Evacuation Operations/United Nations Deployment
- 2005 Pakistan Earthquake Response
- 2008 Georgian Humanitarian Assistance



Heroic Efforts Versus Coordinated Planning

Interagency Joint Logistics Imperatives



✓ Unity of Effort

- Process definition
- Roles and responsibilities
- Process transparency
- Common output metrics



✓ Rapid & Precise Response

- Velocity, Reliability, Visibility
- Efficiency
- Performance tracking
- Process analysis



✓ **JLE Visibility**

- Enterprise data architecture
- Authoritative source data
- 24/7 access to network



Conceptual Framework for Interagency Logistics



Interagency Logistics Imperatives



Unity of Effort...without Unity of Command

Roles & responsibilities in an interagency approach

Interagency Visibility

Adaptive Logistics Network



Rapid & Precise Response

 AFRICOM Model: More <u>effective</u> & <u>efficient</u> than a military response

Progression of Interagency Logistics







A Goldwater – Nichols for Interagency?

What do I need from you...





- ✓ Believe that interagency logistics is in our future
- ✓ Visualize industry participation...how can we partner now...and in the future
 - Leverage industry and international partnerships build new ones
 - Work with DoD and other agencies
 - Think creatively
 - Help change our culture
 - Discuss!





Discussion







USAID'S FIRST RESPONDER TO A CRISIS:

BUREAU FOR DEMOCRACY CONFLICT AND HUMANITARIAN ASSISTANCE





Leading the U.S.
government's
international
emergency response



Office of Acquisition and Assistance
Transportation Contracting



- Prevent crises, save lives, alleviate suffering
- Support democracy
- Promote opportunities for people adversely affected by poverty, conflict, natural disasters, and a breakdown of good governance (failed or failing states)
- Implement solutions that link humanitarian efforts with longer-term development goals
- Inter-agency and international cooperation



- **Inter-agency leadership, international cooperation**
- NSPD-44 and DoD Directive 3000.5 (Responsibilities)
- Extensive training of people in tasks and cooperation
- Establishment of country, DART and inter-agency processes
- Commodity tracking, communications, knowledge technology
- **Lessons for the homeland:**
- Individual, community, state, federal needs assessment
- PMs and COs Select the right implementing partners
- Contractors Train your people and back them up
- After training Authority at the appropriate level



Disaster Assistance Response Teams and Resp. Mgmt. Team

- DART Training, Crisis Recovery Response Training
- RMT Experience Inter and Intra Agency Coordination
- Think in time (task others, changed assessments, problems)
- Organizations with processes and trained people in place
- **COs and Contractors Performance Based Contracts; Internal Training**
- Have patience and respect for people who are expressing their frustration with their government

"CONTRACTING AND CONTRACTOR CHALLENGES ON THE BATTLEFIELD Integrating and Controlling the Fifth Force Provider"





LOGCAP III Program Overview – We Deliver

CAMP SUPPORT

Ice

Fuel

O&M

MWR

DFAC

HVAC

Water

Billeting

Laundry

Latrines

Showers

Fire Fighting

Vector Control

Waste Removal

Power Generation

Mail Handling

DESIGN
CONSTRUCT
OPERATE
MAINTAIN



Class I - Rations & Water

Class II - Indiv Equip/Tools/Supplies

Class III - Fuel (Packaged & Bulk)

Class IV - Construction Material

Class V - Ammunition

Class IX - Repair Parts

Joint Distribution Center

Forward Redistribution Point

Maintenance Organizational/Direct

Ice Distribution

Movement Control

Maintenance/Recovery

Material Handling Equipment

Line Haul (Bulk Fuel/HET/Flatbeds)

Postal Operations

KBA	1
	▼
The state of the s	

We Deliver DAILY	Water Produced (Gal)	14.5M	Bulk Fuel (Gal)	1.08M	Ice Produced (Tons)	97
	Meals	534,233	MWR Patrons	67,191	Laundry Bags	40,553
SCOPE	Number of Bases	94	Total KBR Expat Employees	24,529	Boots on Ground	212,745



LOGCAP III - Speed and Scale

Plan: Support Population 25,000

Surge: Support Population 50,000

Staging Bases

Forward Operating Bases

The LOGCAP Contract - Concept

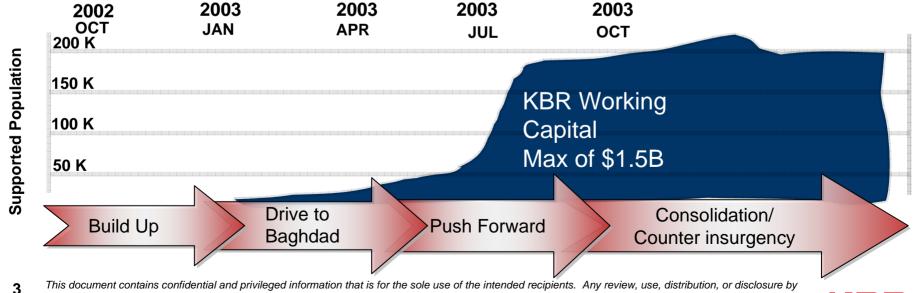
Plan: Support Population 220,000

Surge: Support Population 260,000

Staging Base 56

Forward Operating Bases 36

The LOGCAP Contract – Reality





Major Supporting Tasks and Challenges...

Supporting Tasks

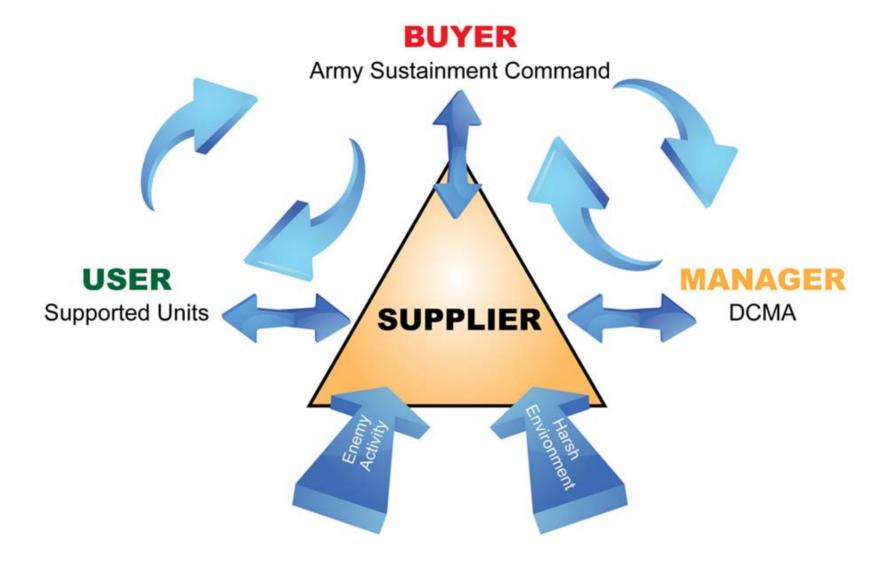
- Scalable hiring and deployment processing
- Transportation networks
- 24/7 Operations
- Global communication and information technology capability
- Local, regional, and CONUS purchasing centers
- Capable and federally compliant corporate systems

Challenges

- Language, customs, and currencies
- Subcontractor transparency
- Host nation laws, infrastructure
- Security
- Casualties



The Environment





Parting Thoughts



- Fifth Force vs Inherently Governmental
- The FAR and Contingencies
- Training and Education
- Best Value





Operationalizing Information Technologies: Impact on People, Processes, and Readiness

Tim Harp

DASD(C3ISR & IT ACQUISITION)

April 09 2009



Information Technology Style

Digital Native

- A person who has grown up with digital technology such as computers, the Internet, mobile phones, and MP3
 - Typically born after 1980

• Digital Immigrant

- A person not born into the digital world:
 - has adopted many aspects of the technology, but just like those who learn another language later in life, retains an accent because they still have one foot in the past
 - · challenged to communicate effectively with digital natives

Analog

A person who chose to not adopt emerging technology

Digital Immigrants challenged to keep pace with Digital Natives

Source: Prensky, Mark; *Learning in the Digital Age*; Educational Leadership, December 2005/January 2006; Volume 63; Number 4 Pages 8-13



Current Generation of C4I War Fighters

Today's <u>leaders</u> & <u>soldiers</u> are digital natives and use IT technologies to their advantage for situational awareness and collaborative, agile decision making



The Environment:*

- Lack of information and services that are visible, accessible and understandable
- Information "silos" capability needed to move information from one stove—pipe to another
- Hard-wire interfaces aimed at predetermined needs unresponsive to dynamic environment
- Continue to not leverage the latest information technology solutions available commercially

"Digital Natives" trapped in industrial-era institution

* Source: DSB Summer Study 2006



The Co-Evolution

Leveraging IT to Support Mission Operations

Evolution of DoD Operational Environment

Deconflict Forces

Stitch Service Seams

Integration of Service Capabilities Effects-based, Collaborative,

and Network Centric

Mission needs drive this transformation

Commercial IT trends

drive transformation









Services/SOCOM Integrating



Coherently Joint capabilities-based force

Services Deconflicting

Services Coordinating

From Service-centric

1960s

To Capability-centric

Transforming of Information Environments

Real Time Component Advent of Open Architecture as Enabler Middleware glued Web 2.0 Widget to mission of a Services Approach application Presentation Laver Mission Applications Middleware Platform **MIDDLEWARE SOA using ESB** Non Real Time os **VIRTUALIZED SERVER** os SERVER **NETWORK NETWORK**

1970/80s: Networked Message Oriented Middleware

Agility driven by composition of mission components

Modeling Tool UI Services Mission Capabilities **ESB SOA Infrastructure Services View** Virtualized

RT/NRT Architecture

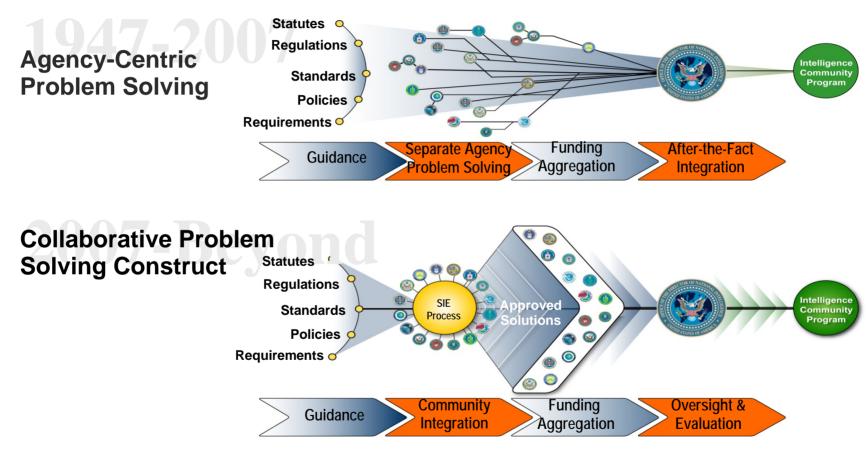
Infrastructure

DoD is behind industry - now at early SOA phase

Early SOA - last 5 yrs



Opportunities to Change ---Leverage Enterprise Efforts*



* DNI/CIO Strategy

Intelligence collaboration



Impact on People

@Logistics

- Asset visibility
- Wireless technology
- Training and simulation

@Medical support

- Single health record
- Ability to track from front lines to hospital

@Pay and personnel

- @Guard, Reserve, active transitions
- Interoperable

IT "to the edge" improves operations



Impact on Processes

Operational decisions are better informed

- Blue force tracking
- Information sharing between all Services,
 Agencies and Allies
- Rapid secure communications
- Logistics processes more responsive
- Business processes more efficient

IT/Net Centricity changes the way we fight



Impact on Readiness

Material readiness improved

Asset visibility enabled across components

Personnel readiness enhanced

- Training
- Medical
- Personnel and pay



Summary

- Our customers are mostly digital natives and demand Net-centric information sharing to maintain the unprecedented operational advantage
- We are now following commercial industry
- The Department is in a transition from the Industrial Age to the Information Age
- IT will change the way we operate and how we support our customers

Digital Immigrants challenged to keep pace with Digital Natives

OBI Transportation & Logistics

Air, Land & Sea

Sea Transportation



Hunger Strike Force - USS George Washington



Tsunami Relief - 2005

Tsunami Relief - 2005









Indonesia Floods - 2006



Senegal Medical Mission - 2007



Myanmar Cyclone-2008

Air Transportation



Tsunami Relief - 2005



Tsunami Relief - 2005



Tsunami Relief - 2005



Pakistan Earthquake - 2005



Typhoon Milenyo, Philippines – 2006



Typhoon Milenyo, Philippines-2006



Mozambique Floods - 2007



Hurricane Felix, Nicaragua - 2007



Hurricane Felix, Nicaragua - 2007



Mexico Floods - 2007



Ecuador Floods - 2008

Ground Transportation



Niger Famine - 2005

Niger Famine - 2005





Hurricane Felix, Nicaragua - 2007

Bangladesh Cyclone - 2007

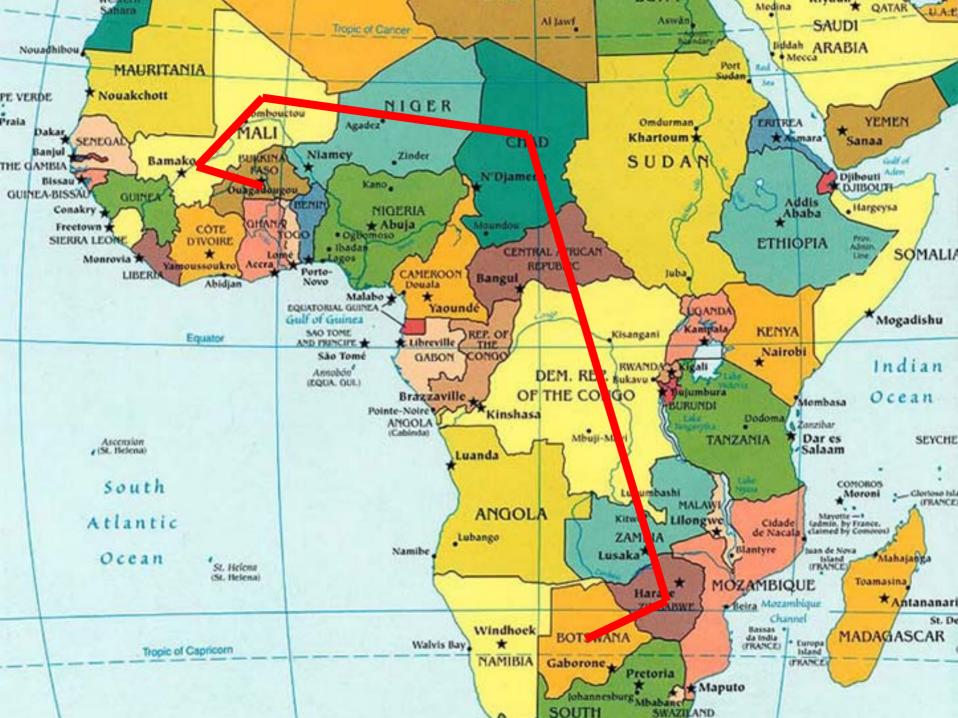




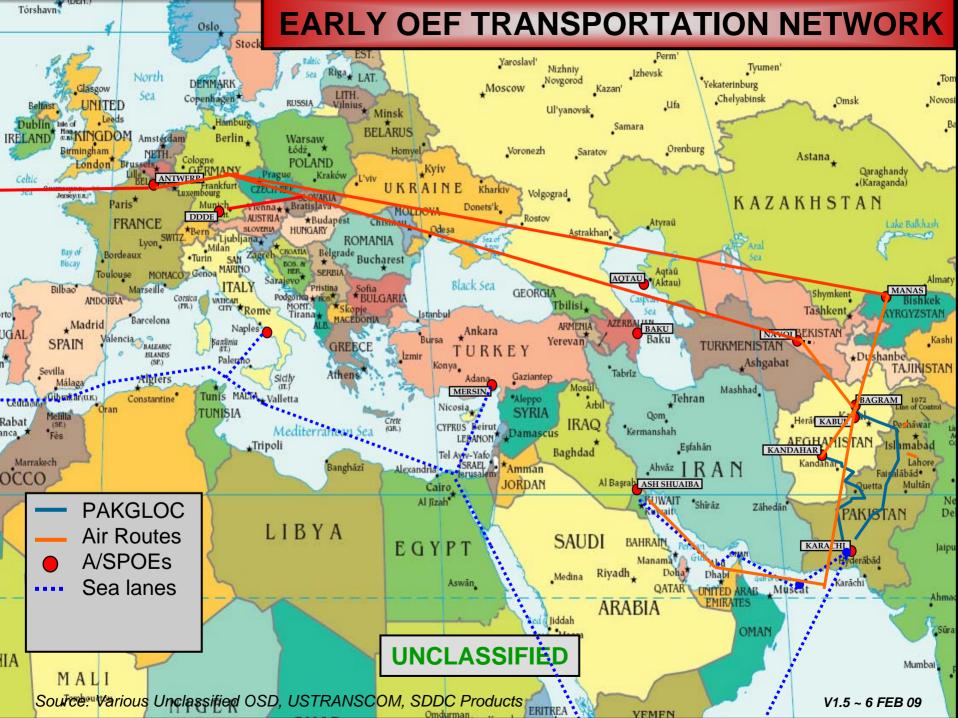




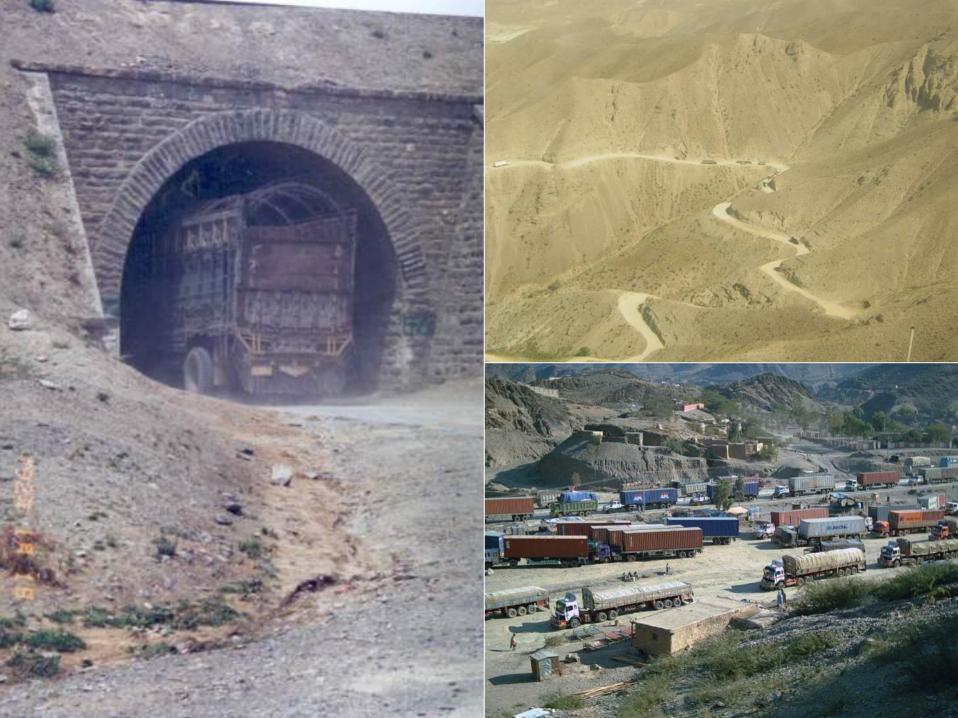






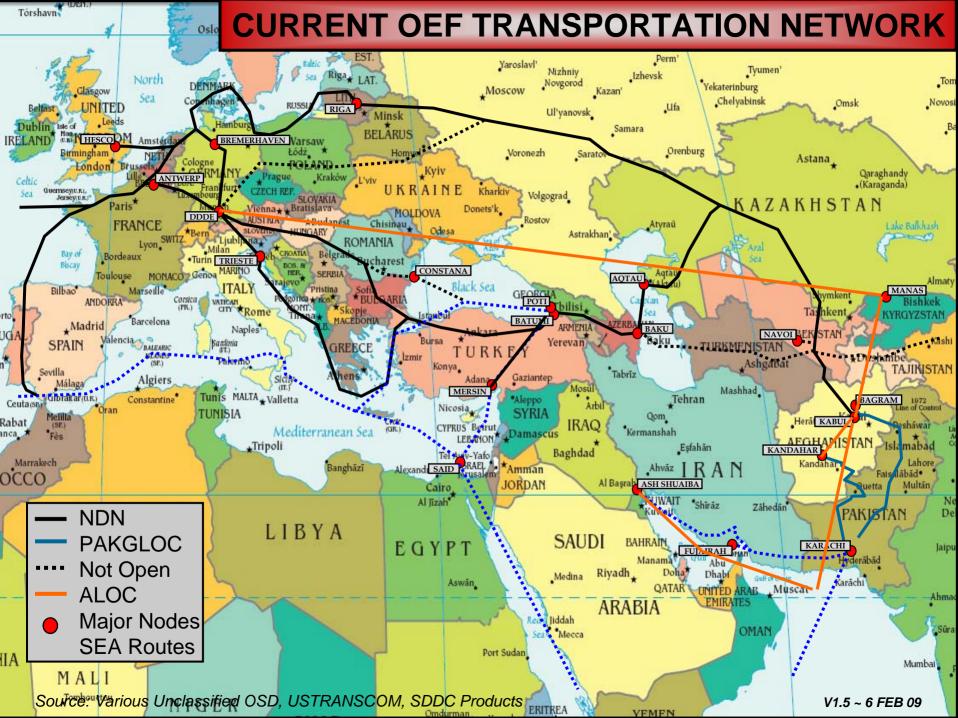
























Oak Ridge National Laboratory —The "not so foggy" future!

MG(R) Dennis K. Jackson

Director, Logistics Transformation

National Security Directorate

jacksondk@ornl.gov (865) 574-7382





Leading the development of ultrascale scientific computing

- Leadership Computing Facility:
 - World's most powerful open scientific computing facility
 - Jaguar XT5 operating at 1.64 petaflops
 - Exascale system by the end of the next decade
 - Focus on computationally intensive projects of large scale and high scientific impact
- ORNL team won the Gordon Bell Prize at SC'08
- With the University of Tennessee, developing a second petascale computer for the National Science Foundation



ORNL Is Committed to the Knowledge Discovery Agenda

Entire Research Division Focused
 on Knowledge Discovery

- 130 full-time staff
- 50 subcontractors
- 50 students
- Outstanding Resources:
 HPC, Networking, MRF, JICS
- LDRD Initiative in Knowledge Discovery
- Programmatic efforts well-aligned with this science agenda



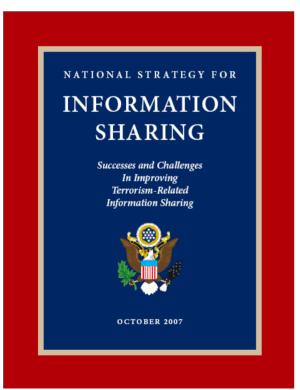
ORNL's Focus in Knowledge Discovery...

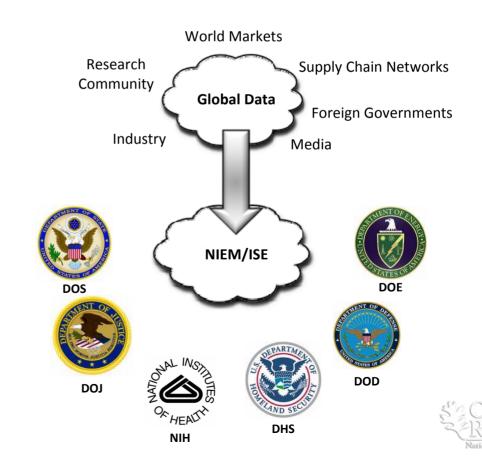
- Actionable insights from massive, dynamic, disparate data sources
 - Knowledge representation of disparate data sources
 - High speed analysis and fusion of text, video, audio, and sensor data streams
 - Geospatial and temporal data science
- Ability to ask more complex questions and detect more complex processes using increasingly higher data resolution
 - Population models and population data development
 - Modeling and simulation of emerging behavior in complex systems (e.g., social systems)
 - Real-time data driven simulations (take advantage of data resolution and availability)



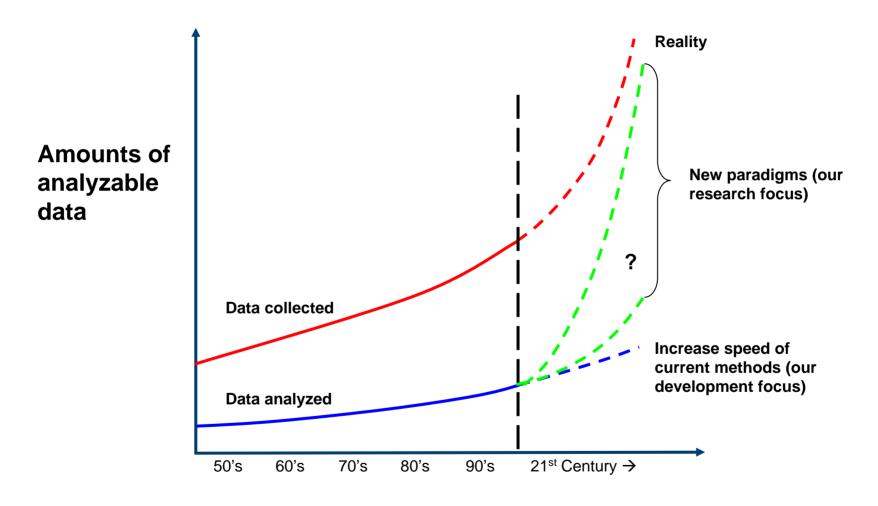
Knowledge Discovery Challenge

How to trigger and coordinate a discovery process across data held by industry, academia, and government agencies within and outside the United States





Knowledge Discovery Challenge







Research and Development Focus Areas

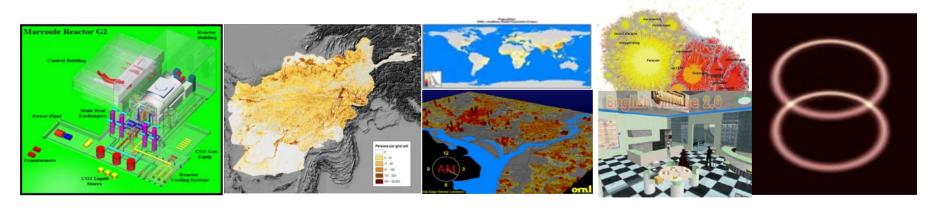


Sensor Networks Analysis in Network P

Persistent Surveillance

Data Fusion

Anomaly Detection



Predictive Analysis

Emergent Behavior

Population Dynamics

Social Data Analysis

Quantum Information



Our largest set of projects relate to collection, analysis, and dissemination of sensor data.

- Interdiction, detection, emergency response
 - Mobile, Transportation Corridors, Ports, Military Bases
- Real-Time Data Management
 - Collection, Dissemination, Archiving
- Pre-deployment analysis
 - Cost, Performance Prediction, Risk vs Benefit
- Wide-area ubiquitous sensing, actuation, and deployment
 - Orchestrating the functionality across a large system of distributed sensors/processors (eg Electric Grid, Autonomous robotic systems)
- Cross-agency and cross-administrative boundary data-sharing and

interoperability

- Standards and policies
- Net-Centric Services
- Security, Access Controls

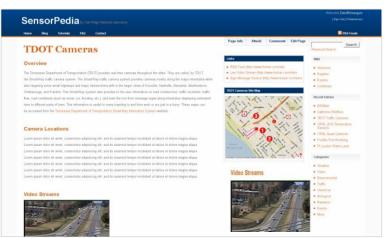






Social Network for Sharing Sensor Data





SensorPedia

Addresses the ability to access and fuse data from disparate sensor networks

Use of Web 2.0 "social networking" technologies (e.g., RSS, wikis, podcasts, mashups, blogs, and streaming video)

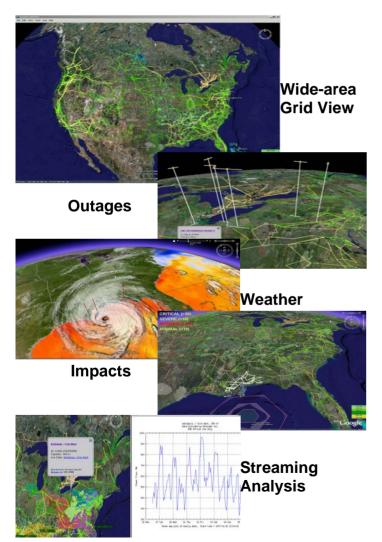
Key identity management and credentialing standards

Data owner controls publishing and subscribing

Explores how volunteered sensor data is being used and shared



Knowledge Representation for Situation Awareness of the Electric Grid

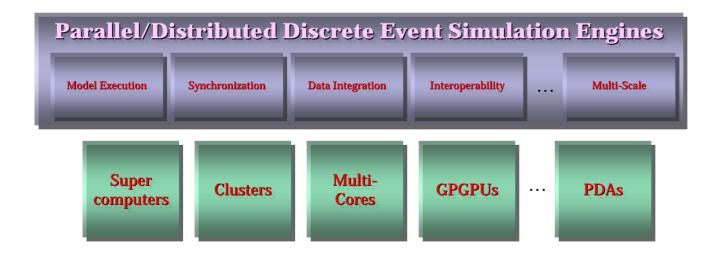


- Organize, stream, and fuse data from various sources through an analysis pipeline
- Present an intuitive visualization of the status to end-users



Where are all my local, state, and federal assets?

- What assets can I track at all times?
- How well can I estimate the location of non-tracked assets?
- What computational resources will be required?
- What are the uncertainties?

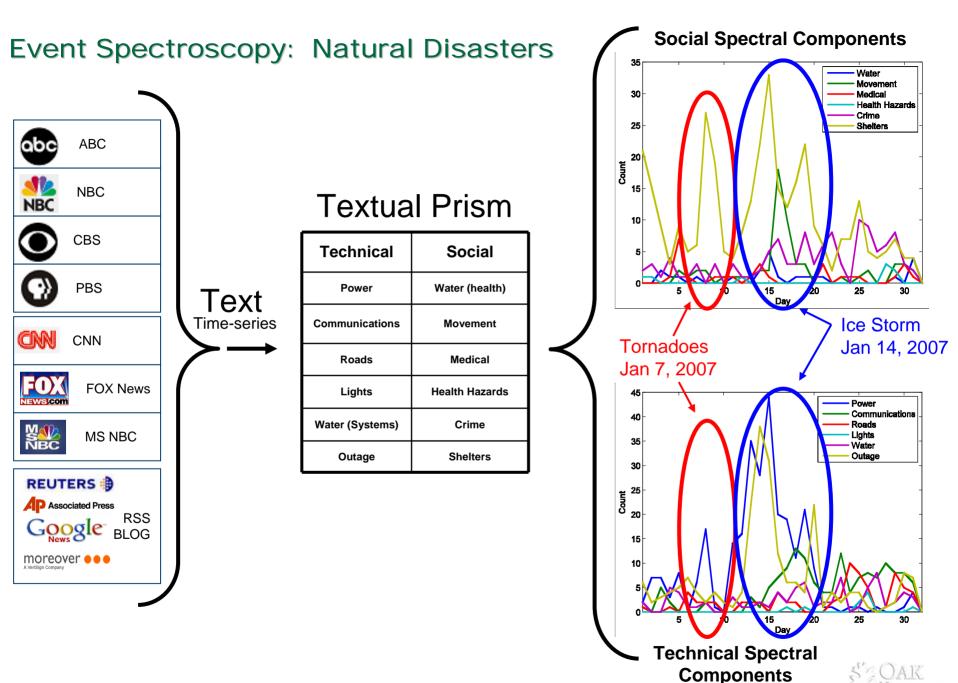


IBM Blue Gene Award for scalable algorithms

Best Paper Award for agent-based methods

Tackling DTRA 10**5 persistent surveillance grand challenge

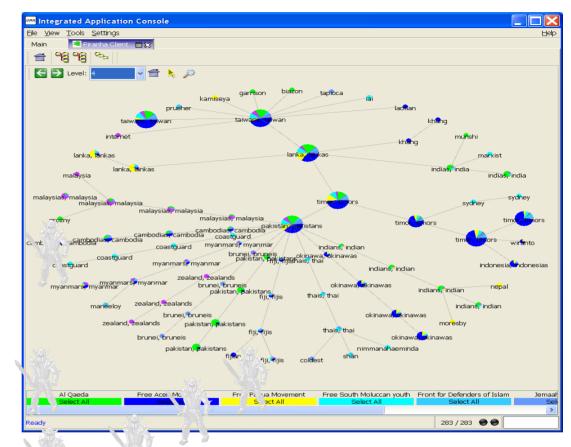






Piranha

Knowledge Discovery Engine









Textual Analysis

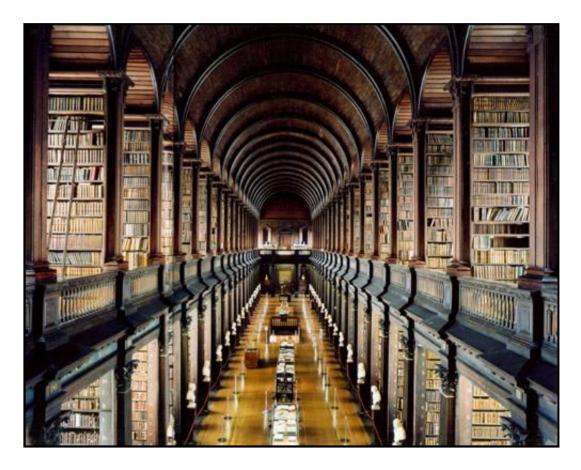
We understand this problem

- 8 years of research
- 40+ Papers, 3 patents
- Hands on experience with DHS, Military, IC, and Industry
- We are very good at it
 - \$15M in research investment
 - 19 group members
 - R&D 100 Award (Oscars of invention) in 2007



We can read a newspaper, but not a library ... without help







How can computers help?



 The smartest computer can not read a simple first grade level book



 But simple computers can help us find what we need when we need it



Overview of Text Analysis

Keyword Methods – Very fast, good for millions

- Search
 - "Seafood in DC"
 - Good if you know what you are looking for and can find it on the top of the result list
- Unsupervised Classification
 - "What were the main topics in message traffic last month?"
 - Good to get a general overview a set of messages, though topics may not be valuable
- Supervised Classification
 - "What explosive and trigger messages were in last months traffic?"
 - Good for finding topics of interest, provided you can describe the topics



Overview of Text Analysis

- Full text methods Slower, good for thousands
 - Clustering
 - "How are these set of documents related"
 - Good for organizing sets of documents done statistically, which may differ from human organization.
 - Term frequency Analysis
 - "What other words or concepts am I missing"
 - Good for linking terms and names, best suited for well written documents
 - Semantic Extraction Slow but parallelizable
 - "I am out of ideas, what else can you find"
 - Good for the needle in a haystack analysis, but can be very slow.



How computers can help

Document 1

The Army needs
sensor technology
to help find
improvised
explosive devices

Terms

Army
Sensor
Technology
Help
Find
Improvise
Explosive
device

Term List

Sensor
Technology
Help
Find
Improvise
Explosive
Device
ORNL
develop
homeland
Defense
Mitre
won
contract

Vector Space Model

	Doc 1	oc 2	Doc 3	
Army	1	0	0	
Sensor	1	1	1	
Technolog	/ 1	1	0	
Help	1	0	0	
Find	1	0	0	
Improvise	1	0	0	
Explosive	1	0	1	
Device	1	0	1	
ORNL	0	1	0	
develop	0	1	1	
homeland	0	1	1	
Defense	0	1	1	
Mitre	0	0	1	
won	0	0	1	
contract	0	0	1	
			•	

Document 2

ORNL has developed sensor technology for homeland defense

Document 3

Mitre has won a contract to develop ho defense se for explos devices

Mitre won contract develop

ORNL

develop

sensor

technology

homeland

defense

Documents to vectors

GEVICES



Textual Clustering

Vector Space Model

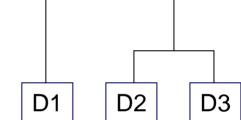
Opace		Model	
Doc 1	C	oc 2	Doc 3
1		0	0
1		1	1
1		1	0
1		0	0
1		0	0
1		0	0
1		0	1
1		0	1
0		1	0
0		1	1
0		1	1
0		1	1
0		0	1
0		0	1
0	ĺ	0	1
	Doc 1 1 1 1 1 1 1 1 0 0 0 0 0 0	Doc 1	Doc 1



	Doc 1	Doc 2	Doc 3		
Doc i	100%	17%	2	1%	
Doc 2		100%	3	6%	
Doc 3			100	%	
	•			1	

Documents to Documents





Most similar documents

TFIDF

Vectors to trees

$$W_{ij} = \log_2(f_{ij} + 1)^* \log_2(g_{ij} + 1)$$

 $\log_2\left(\frac{n}{n}\right)$

$$a_2(\mathbf{x}_i, \mathbf{x}_j) - (\angle (\mathbf{x}_{i, k} - \mathbf{x}_{j, k}))$$
 $k=1$

ime Complexity

 $O(n^2 \text{Log } n)$

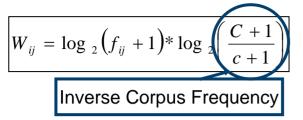


Challenge

- Current computer algorithms that process text work well for small sets of documents
 - Average newspaper story .0001 seconds
- Not as well for medium size sets
 - Encyclopedia Britannica 2.3 days
- Infeasible for large sets.
 - British newspapers from 1800 1900 requires
 317 years of processing



ORNL Breakthrough...



Test Data Sets

Data Set	# of Docs	# of Classes	Largest Class	Smallest Class
Reuters	2349	58	1041	1
SMART	3891	3	1460	1033
20 News	4650	12	399	385

Term Weighting Schemes

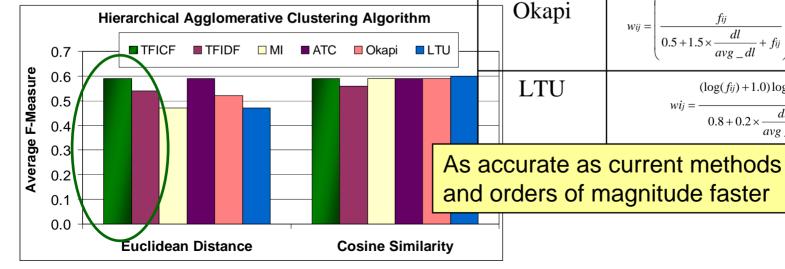
Name	Term Weighting Scheme
TF-IDF	$wij = \log(fij) \times \log(N/nj)$
MI	$wij = \log \frac{\frac{fij}{N}}{\sum_{i=1}^{N} fij} \times \frac{\sum_{j=1}^{M} fij}{N}$
ATC	$w_{ij} = \frac{\left(0.5 + 0.5 \times \frac{f_{ij}}{max_f}\right) \log\left(\frac{N}{n_{ij}}\right)}{\sqrt{\sum_{i=1}^{N} \left[\left(0.5 + 0.5 \times \frac{f_{ij}}{max_f}\right) \log\left(\frac{N}{n_{ij}}\right)\right]^{2}}}$

 $w_{ij} = \left[\frac{f_{ij}}{0.5 + 1.5 \times \frac{dl}{avg_dl} + f_{ij}} \right] \log \left(\frac{N - n_j + 0.5}{f_{ij} + 0.5} \right)$

 $(\log(f_{ij}) + 1.0)\log$

 avg_dl

 $0.8 + 0.2 \times -$





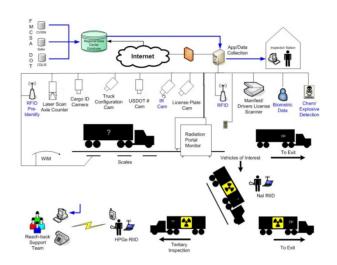
Capability overview

Capability	Capacity in documents	Piranha	Search Engines	Natural Language Processing Tools
Search	100M+	Yes	Yes	No
Unsupervised classification	1M	Yes	Some	No
Supervised classification	1M	Yes	No	No
Clustering	100K	Yes	No	No
Term Frequency Analysis	100K	Yes	Yes, but not available to user	Yes
Semantic Extraction	1000	Yes	No	Yes



Large scale data exploration constrained by wall-clock time to provide decision support.

- Detect anomalies
- Data dip into structured and unstructured data
- Inductive hypothesis generation
- Human interaction enhanced by real-time data support
- Threat anticipation





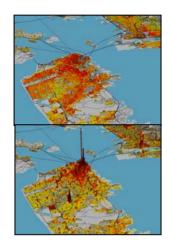


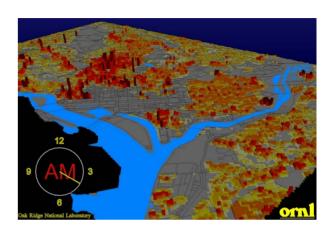


Population Data and Models



Population
ORNL LandScan Global Population Project

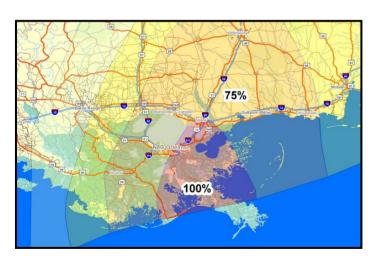




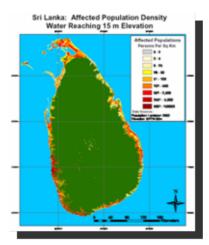
LandScan Global 30"x30"

LandScan USA Day/Night 3"x3"

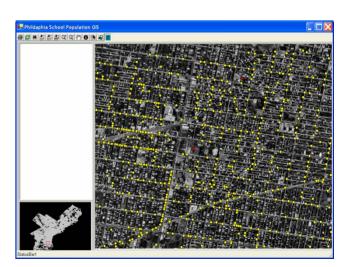
Nominal 24-hour variation



Hurricane Impacts



Tsunami Impacts

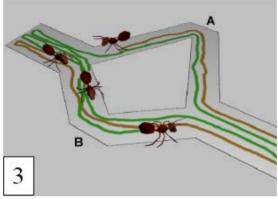


Exposure Impacts



Emergent Behavior in Social Systems







Birds flocking

Ant pathways

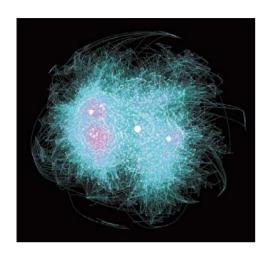
Human response

Agent-based simulations

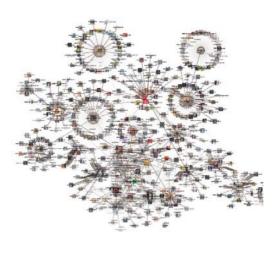
Discrete-event simulations



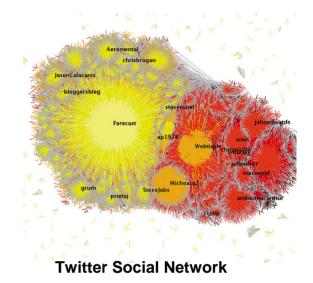
Social Networks Analysis



Blogosphere



Comment Flow



Viral Marketing



Workplace Networks



Virtual Worlds to Explore Social Behaviors







Second Life - Linden Lab

Education

Tourism

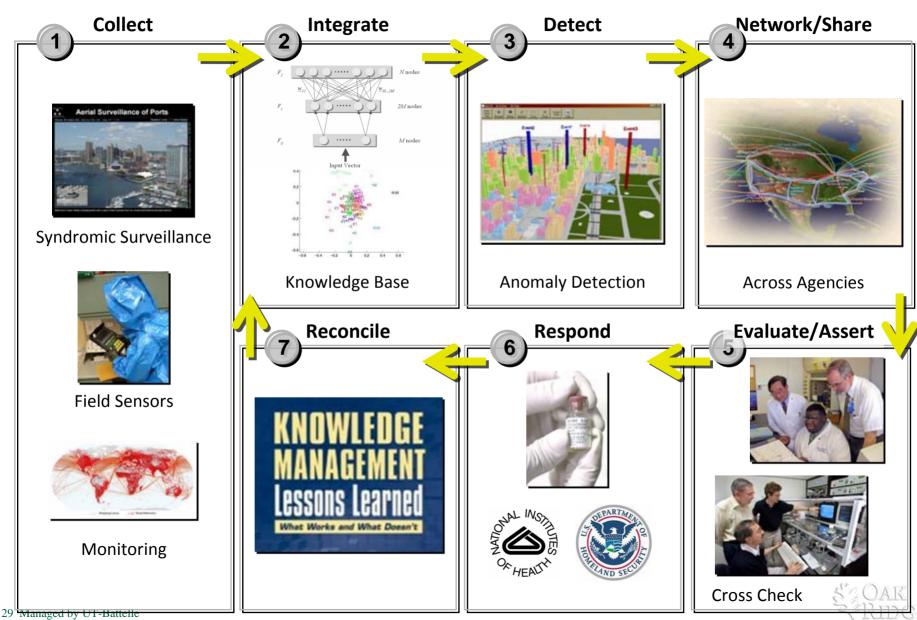




Shopping

Collaboration

Achieving Systematic Situation Awareness



for the Department of Energy

dutional Luborate

Summary

- Current technology cannot yet solve emerging national challenges in knowledge discovery
- Intelligent software agents and associated research areas comprise <u>significant</u> breakthrough technology
- Results indicate <u>high-potential</u> to help solve these national challenges
- We have a progression of significant and successfully deployed agent systems and research to our credit



25th Annual National Logistics Conference

Operational Logistics Challenges in an Evolving National Security Environment

















The Evolving National Security Environment

- Operational shift between Iraq and Afghanistan (differences in terrain, threat, force levels, log reqts)
- Global strategic threats vs tactical threats
 (new threats and the re-emergence of old threats investment and operational strategies)
- Warfighting vs nation building (operational and logistics implications and skill sets)
- Global financial markets and Budget pressure
 (increased global instability and pressure on resourcing)

Our Panel Members

force providers - supply leaders - senior service logistics staff - maintenance executors

- RDML Andy Brown Commander, Fleet and Industrial Supply Centers, US Navy
- MG Jerry Johnson
 Deputy Chief of Staff, G-4, US Army FORSCOM
- SES Chris Lowman
 Director of Maintenance, Deputy Chief of Staff, G-4, US Army
- Maj Gen Bob McMahon
 Director of Logistics, A-4L, Deputy Chief of Staff of the Air Force
- SES Jeff Orner
 Deputy Assistant Commandant for Engineering & Logistics, US Coast Guard
- MajGen Willie Williams
 Commanding General, US Marine Corps LOGCOM



US ARMY FORCES COMMAND

Strategic Environment: 1950-1989

- Korea (1951): 64 Divisions (18 AC; 21ARNG; 25 USAR)
- Vietnam (1967): 40 Divisions (17 AC; 23 ARNG)
- Cold War End (1989): 28 Divisions (18 AC; 10 ARNG)

Refuge 99

Rwanda

1994

Tsunami Aid

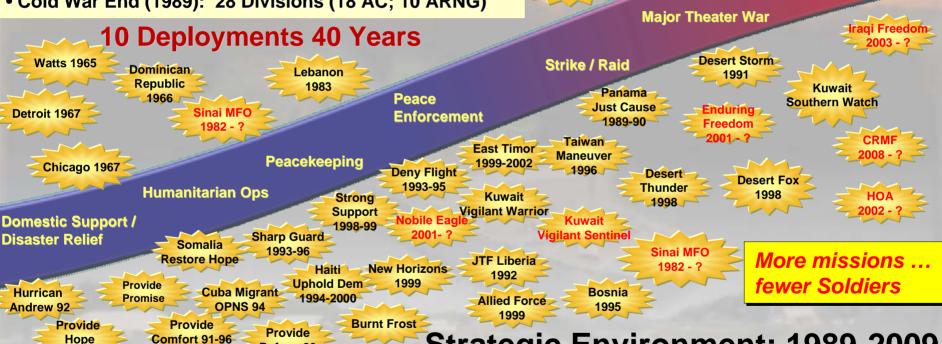
Assured

Response

1996

Macedonia

1993-99



Strategic Environment: 1989-2009

- Cold War End (1989): 28 Divisions (18 AC; 10 ARNG)
- Today (2009): 18 Divisions (10 AC; 8 ARNG)

Grenada 1983

Dominican Rep. 1966

41 Deployments 20 Years

Hurricanes Katrina Rita

Midwest

Floods 93

Dakota

Hurricane

LA Riots

Pakistan

Earthquake

FORSCOM

Korea 1950

General War

Nuclear War

Vietnam 1965-75



US ARMY FORCES COMMAND

NEAR TERM CHALLENGES

- ☐ Total Army Analysis Reductions in Combat Service Support
- ☐ Turn-around of Mobile / Modular Force (RESET Timeline)
- □ Creation of Ad-hoc Units
- □ Equipment Shortages
- Non-standard Equipment
- Operational Reserve Component
- ☐ Retrograde of Units and Equipment
- ☐ Budget Constraints
- ☐ Increased Acquisition Requirements and Scrutiny -- No Corresponding Increase in Active Duty Workforce



FORSCOM





Information Technologies for Logistics Operations: Impact on People, Processes & Readiness

A Logistics PM Perspective
9 April 2009

William (Bill) Kanotz

Director, Logistics Programs
Surveillance Systems
Northrop Grumman Electronic Systems



Operationalizing Information Technology

Progress Is Being Made...Don't wait for perfection

People → Expanding Timely Sustainer Knowledge

Not Data, Not Just Information -> Focused Knowledge

Processes → Integration Yields Agility & Adaptability

Design-Manufacturing & Now Logistics Tools Enhanced & Integrated

Readiness - Affordable Early & Sustained Operations

Reduced Design to Field Cycle with Inherent Supportability

Intermittent Serial Communication Evolving to Globally "As Needed" Knowledge

The Changing Logistics Support Environment

Integrated Acquisition and Life Cycle Sustainment Strategy:

- → Processes, Toolsets and Knowledge Management
- Fielded Product Cycle Times are Reduced and Tech Refresh is More Rapid
- Flexible, Agile & Reconfigurable Forces Require Rapid & Adaptive Support
- Performance Based Life Cycle Product Support Reduces Sustainment Costs
- Improved System Reliability and Early Field Reliability Projections Require Legacy / New System Sustainment Data and Feedback Loop
- Risk and Configuration Change Management is Critical
- Warfighter Requirements
 Sustainment Goals & Metrics

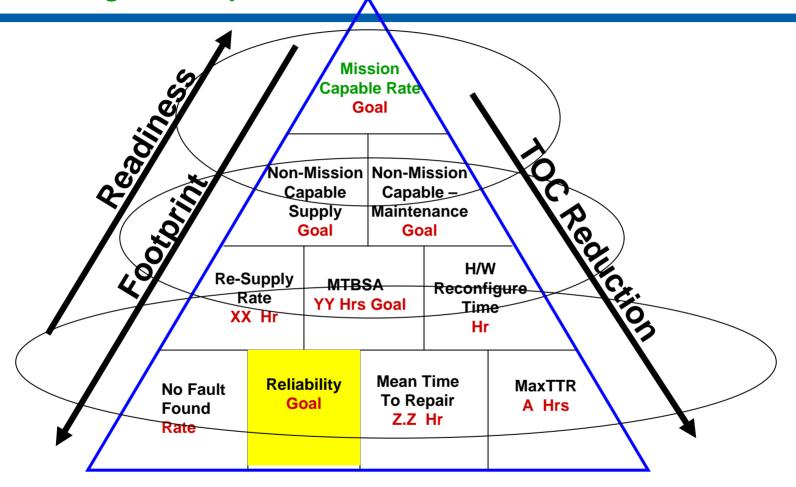
Knowledge + Metrics = Focused Support

→ Enables Operational Sense and Respond Logistics

PBL MEASURES OF SUCCESS

NORTHROP GRUMMAN

Warfighter Requirements Establish Sustainment Metrics



System and Support Performance
Full Mission Capability Throughout Life Cycle



Metrics Management Requires Accurate Timely Data

Demonstrating Metric Compliance
Requires
Accurate Maintenance Data

Improving Logistics Performance
Implies Contractor Control over
Supply Support & Configuration

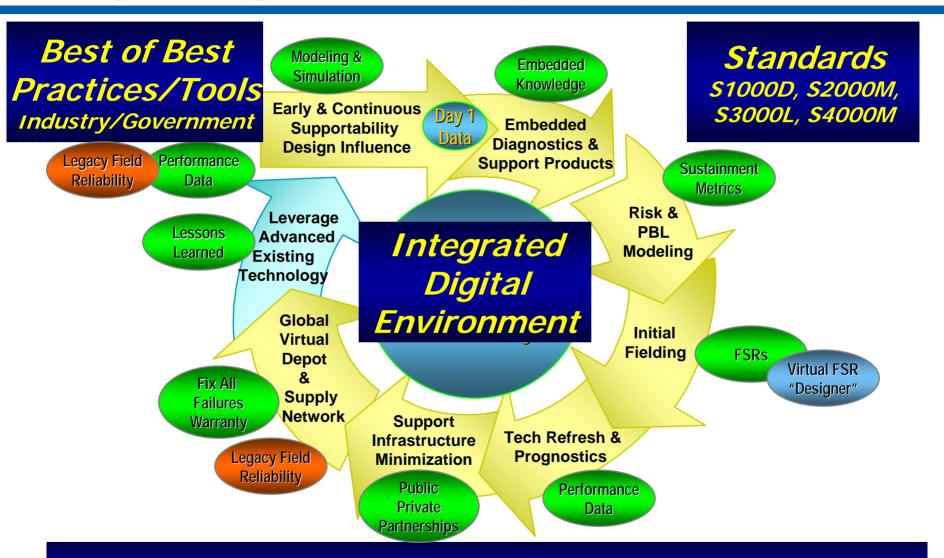
- Organizational Level Maintenance Data
- Depot Level Maintenance Data
- Fielded Reliability Data
- Supply Support Data
- Configuration Control Data



Requires Comprehensive Data Management System



Integrated Acquisition and Life Cycle Sustainment

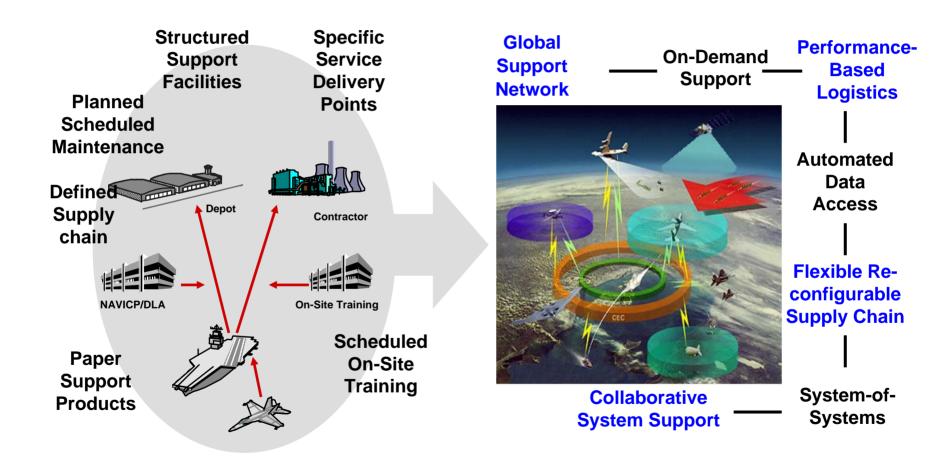


Acquisition & Sustainment Evolution is Accelerating



IDE Facilitates Change

ILS Business Process Transformation



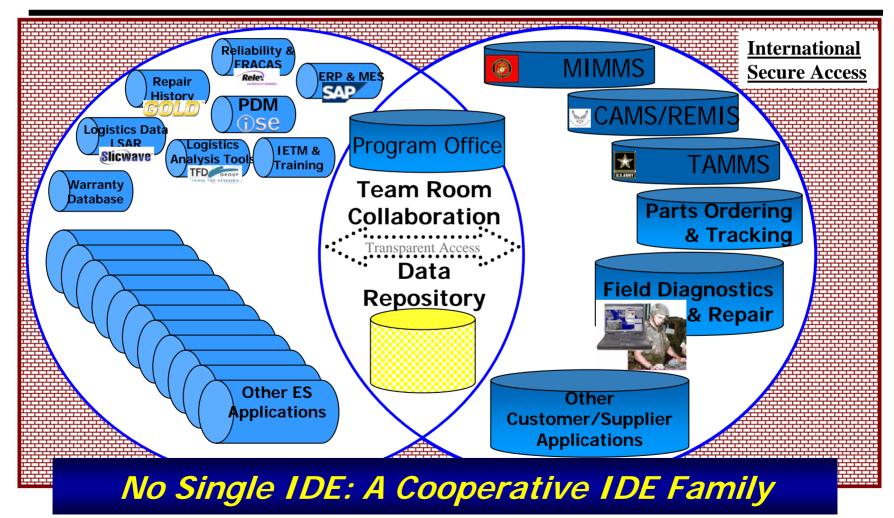
Industry has Integrated Design-Supply Chain Manufacturing: and Now Improving the Sustainment Via Similar Processes and Tools



IDEs – Architectures Vary Across Team-Mates & Programs

Internal Contractor
Infrastructure Linkage

Program/Partnership Linkage & Data Security



IDE – Functional View

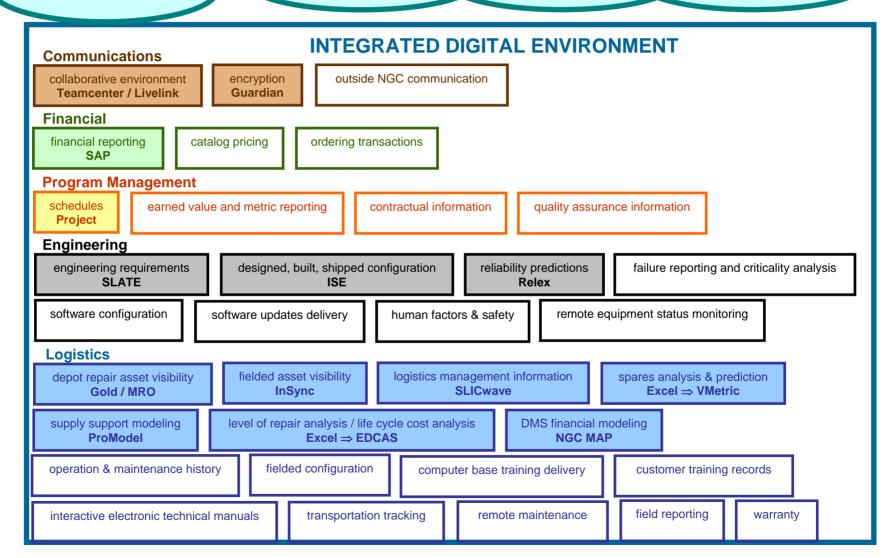


PARTNERSHIPS

CUSTOMERS

CONTRACTORS

VENDORS





Observations and Past Experience

Grow towards Perfection: Generally Not Timely or Affordable to Create Emerald City

- 80% Solutions To Provide Knowledge at Lower Cost
- The Goal of Operationalizing IT should Not be to generate the biggest database with real time access of All by ALL
- Don't rapidly evolve from clean process flows to spiders webs to rats nests
- Need Collaboration by Tier 1/2/3 Contractors / Government via Consortiums and Public Private Partnerships

The Sustainment Community is Experienced: Operationalizing IT WILL Enhance Knowledge to Reduce Risk & Cost for Agile Life Cycle Sustainment





NORTHROP GRUMMAN



Industry Logistics Leadership Roundtable

8 April 2009

LS090005-01_NDIA_Roundtable 4/14/2009 1

Your Illustrious Panel



- Mr. Dennis Carroll (Ratheon)
- Mr. Jay Erb (GDIT)
- VADM (Ret) Walter Massenburg (BAE)
- Mr. Jim O'Niell (Boeing)
- VADM (Ret) James Zortman (NG)





BAE SYSTEMS









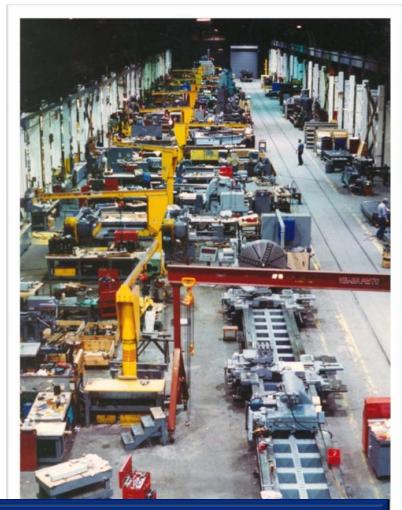


4/14/2009 3

NATIONAL DEFENSE INDUSTRIAL ASSOCIATION STRENGTH THROUGH INDUSTRY & TECHNOLOGY

US Aerospace and Defense

- \$200B CY07 sales
- \$97B CY07 net export
- 647,000 CY07 employment



Your Dedicated Partners in Defense of Freedom



Crucial Industry Concerns

- Stock valuation/liquidity
- Competing national resource demands
- Acquisition reform
- Contractors on the battlefield
- Fair international trade

Key Questions

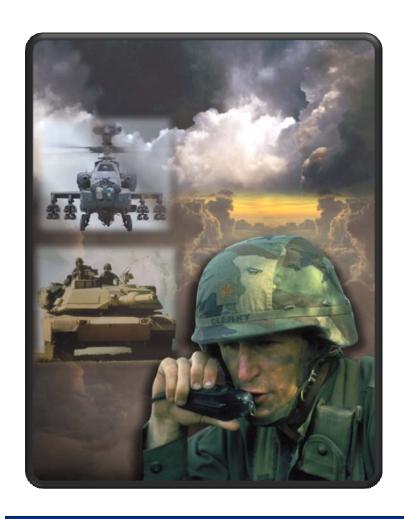


- Can performance based life cycle strategies be balanced with Gov't desire to rebuild sustainment capabilities?
- Can DLA prime vendor/corporate contracting help improve supply chain performance?
- Can industry enhance DoD's global mobility?
- Can industry's support of theater operations be better coordinated? How?
- Can industry accelerate DoD's efforts to implement bestin-class logistics systems? How?

LS090005-01_NDIA_Roundtable 4/14/2009 6

US Defense Industry







Your Arsenal of Democracy

LS090005-01_NDIA_Roundtable 4/14/2009 7

Raytheon

MULTINATIONAL BUSINESS

PRESENTATION TO:

25th Annual National Logistics Conference & Exhibition Multinational Logistics: A Rapidly Evolving, Complex Capability

Gibson G. LeBoeuf Vice President, Washington Relations Raytheon International 7 April 2009

AGENDA

- Foreign Military Sales (FMS)
- Disclosure Boards / Licensing
- Issues and Challenges

FMS PROCESS: TIMES ARE GOALS

CUSTOMER COUNTRY SENDS LOR TO MIL SVC

MIL SVC WITH PM VALIDATES LOR (5 DAYS) DISRUPTIVE PROCESS

MIL SVC CONDUCTS PRELIMINARY DISCLOSURE REVIEW (1 TO 5 DAYS) IF NOT RELEASABLE, MIL SVC MAY PURSUE NEW RELEASE POLICY, THEN LO/CLO, THEN NDPC (1 - 2 YEARS)

MIL SVC WRITES LOA DRAFT WITHOUT FINAL SCOPE, COST AND SCHED (2 DAYS) PGM OFFICE COORDINATES
WITH CONTRACTOR AND
PROVIDES FINAL SCOPE,
COST AND SCHED

ATES PGM OFFICE
AND SECURITY OFFICE
DPE, CERTIFIES DEFENSE
ITEM IS RELEASEABLE
(14 TO 60 DAYS) TO CUSTOMER

IF MAJOR DEFENSE EQUIPMENT (MDE) \geq \$14M * MIL SENDS 36B TO CONGRESS VIA DSCA (30 TO 90 DAYS)

* or defense articles or services \$50M or more; design and construction services \$200M or more.

> LOA DRAFT PACKAGE SENT TO DSCA CASE WRITING DIV (CWD) "MILAP" (18 DAYS)

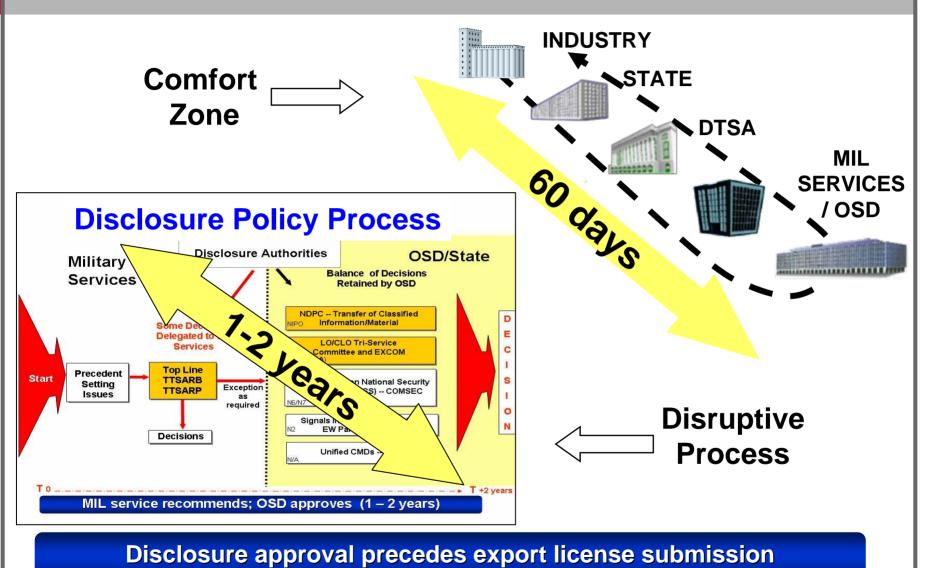
MILITARY DEPT SIGNS (MILSIGN) & DSCA COUNTER-SIGNS (9 DAYS) US SIGNED LOA SENT TO CUSTOMER COUNTRY

LOA SIGNED BY CUSTOMER COUNTRY PGM OFFICE NEGOTIATES & AWARDS CONTRACTS

EQIPMENT AND/OR SERVICES ARE DELIVERED

Raytheon

EXPORT LICENSE PROCESS VS. DISCLOSURE PROCESS



KNOWLEDGE BASED SOLUTION

Key Considerations / Players

Operational Capability being Transferred Technology being Transferred Impact on Service Impact on Coalition Warfare Risk of Proliferation or Compromise Like Capability in the Region **Precedent Anti-Tamper Plans Options provided by Variants** Impact on Regional Stability **Impact on Industrial Base Requirement of Recipient Country**

MIL Service Program Managers /
Program Executive Officers

US Embassy MIL Group Country Team
Component Commanders

Requirement / Warfighter

MIL Service / OSD International
Program Offices

MIL Service / OSD Secretaries / Chiefs

We must understand the USG issues and know the players

ISSUES AND CHALLENGES

- Complex, sequential Disclosure Process hampers FMS and consequently the ability to support COCOMS across the spectrum of MIL Operations
- Interoperability with our allies greatly affected
- MIL SVC, OSD dis-incentivized
- International community driven to seek products and services elsewhere
- US Industry, Foreign Industry Partnerships difficult, potentially affecting industrial base

ISSUES AND CHALLENGES (cont'd.)

- New administration and Congress have promised significant change
- Industry associations must champion a revamping of the Disclosure Process:
 - Streamlining
 - Transparency
 - Time Lines
 - Appeal Process
 - Etc.



Small Business Strategy and Implementation at Accenture National Security Services (ANSS) April 7, 2009

Vice Admiral (Retired) Keith Lippert Chief Strategy Officer Accenture National Security Services







Agenda

- Accenture National Security Services Small Business Strategy
- Two Case Studies
- Concluding Thoughts
- Questions















Small Business Strategy

- Either as a subcontractor or partner
 - Fill talent requirements
 - · Quality most important
 - Looking for deep expertise in particular areas ...
 SAP, Supply Chain
 - Ability to produce results
 - Not necessarily the low cost provided
 - Innovation
 - -Quickly and efficiently fill requirements
 - Bullpen in baseball
 - Future acquisition candidates
 - Farm system in baseball



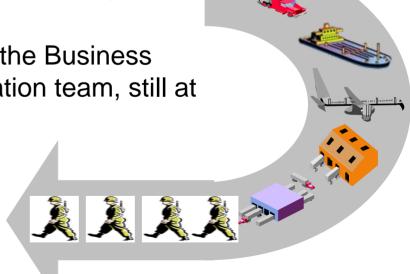






Accenture & Optimal

- Long standing Accenture partner
- Partner with Accenture at Defense Logistics Agency
 - Provided deep, large scale, commercial SAP and Supply Chain experience
 - One of first to join the Business
 System Modernization team, still at DLA
- Successes
 - BSM
 - eProcurement
 - BRAC









Accenture & Preferred Systems Solutions

- Strong Accenture partner in the government space
- Partner with Accenture at DLA
 - Provides deep Supply Chain, Systems Integration, and Program Management experience
 - Government experience and client relationship
- Successes
 - BSM
 - Integrated Data Environment
 - Technical









Concluding Thoughts

- Deep expertise
- Quality
- Ability to produce results
- Innovation
- Not necessarily the low cost provided





Questions?











WHAT YOU DON'T WANT TO MISS AT THIS CONFERENCE:

- Joint Logistics MilitaryLeadership Fireside Chat
- ► Industry Senior Logistics Executives Fireside Chat
- ➤ Small Business Interoperability and Opportunity in a Complex Defense Marketplace
- Stabilization and Economic Reconstruction: Logistics Integration
- Multinational Logistics: A Rapidly Evolving, Complex Capability
- ➤ Operational Logistics Challenges vs Forces Structure Imperatives
- Contracting and Contractor
 Challenges on the Battlefield
 Integrating and Controlling "The Fifth Force Provider"
- ➤ Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness
- ➤ Operationalizing Information Technologies: Impact on People, Processes, and Readiness
- ► Homeland Defense: People,
 Processes and Technology in Crisis
 Response

25TH ANNUAL NATIONAL LOGISTICS CONFERENCE & EXHIBITION

21ST Century Logistics: Vision and Strategies for the 2ND Decade



MONDAY APRIL 6 2009

7:00 am Depart Hyatt for Golf Outing

Crandon Golf Course Bus Provided

Pre-Registration is required

9:00 am - 7:00 pm 5:30 pm - 7:00 pm Registration Exhibit Hall Open Welcome Reception

Sponsored by Northrop Grumman Corporation

TUESDAY APRIL 7 2009

"VISION AND STRATEGIES"

7:00 am Continental Breakfast

Regency Ballroom Foyer

8:00 am Welcome Remarks

▶ VADM Gordon Holder, USN (Ret) Vice President, Booz Allen Hamilton

NDIA Logistics Management Division and Conference Chairman

8:15 am Welcome Remarks

▶ Lt Gen Larry Farrell Jr., USAF (Ret)

President and CEO, National Defense Industrial Association

8:20 am Government Keynote

▶ Gen James Cartwright, USMC

Vice Chairman, The Joint Chiefs of Staff

8:45 am Industry Keynote

▶ Mr. Walter Havenstein

President and CEO, BAE Systems, Inc.

9:15 am Break

Exhibit Hall

10:00 am Panel Discussion

"Small Business Interoperability and Opportunity in a Complex Defense Marketplace"

Moderator: Ms. Jennifer Bisceglie, President, InTEROS Solutions, Inc.

Panelists:

▶ VADM Keith Lippert, USN (Ret), Chief Strategy Officer, Accenture National Security Services

▶ MG Dan Mongeon, USA (Ret), President and CEO, Agility Defense and Government Services

▶ Mr. Rod Buck, President, The Columbia Group

▶ Mr. Dick Lohrmann, Principal, Supply Chain and Logistics, Booz Allen Hamilton

12:00 pm Luncheon with Speaker

Jasmine Hibiscus Ballroom

▶ Honorable Jack Bell, Deputy Under Secretary of Defense, Logistics & Materiel Readiness

1:30 pm Panel Discussion

"Stabilization and Economic Reconstruction: Logistics Integration"

Moderator: Ambassador (Ret) David Litt, Executive Director, Center for Stabilization and Economic Reconstruction

Panelists:

- ▶ Mr. Robert Demeranville, Logistics Officer, USAID Office of Foreign Disaster Assistance
- ▶ Mr. Gerald Brown, Director, Industry Revitalization, Task Force on Improving Business and Stability Operations in Iraq (TFBSO), DoD
- Mr. Bill Horan, President, Operation Blessing
- Mr. Bill Soule, Vice President, Business Development, Lockheed Martin Readiness and Stability Operations
- ▶ Col Stephen Medeiros, USMC, Director ES-Log, USSOUTHCOM

3:00 pm Break

Exhibit Hall

3:30 pm Panel Discussion

"Multinational Logistics: A Rapidly Evolving, Complex Capability"

Moderator: Mr. George Topic, Deputy Director for Strategic Logistics, J4, The Joint Staff **Panelists:**

- ▶ Mr. Gibson LeBoeuf, Vice President, Raytheon Company
- ► Col F.M. Boomer, Chief of Operational Support Transformation, Canadian Operational Support Command
- ▶ RADM Linda Bird, USN (Ret), Director of Logistics Programmes and Operations, NATO Maintenance Supply Agency
- Brig Jonathan Downes, OBE, Head of Defence Logistic Operations and Plans, United Kingdom Ministry of Defence

5:30 pm - 7:00 pm

Reception
Exhibit Hall

Sponsored by Accenture

WEDNESDAY APRIL 8 2009

"PARTNERSHIPS AND PERFORMANCE"

7:00 am

Continental Breakfast

Exhibit Hall

8:00 am

Keynote

▶ LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff

8:40 am

Panel Discussion

"Joint Logistics Leadership Fireside Chat"

Moderator: VADM Gordon Holder, USN (Ret), Vice President, Booz Allen Hamilton **Panelists:**

- ▶ LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff
- ▶ VADM Mike Loose, CSC, USN, Deputy Chief of Naval Operations, N4 OPNAV
- ▶ BG Steven Anderson, USA, Director, Operations and Logistics Readiness, Deputy Chief of Staff, G-4
- Lt Gen Loren Reno, USAF, Deputy Chief of Staff, IL & MS
- ▶ MajGen Edward G. Usher III, USMC, Deputy Commandant, I&L
- ▶ Brig Gen Rick Dinkins, USAF, Director, Command Control Communications & Computer Systems, and Chief Information Officer (TCJ6), USTRANSCOM
- ▶ VADM Alan Thompson, SC, USN, Director, DLA

10:15 am

Break

Regency Ballroom Foyer

10:30 am Panel Discussion

"Industry Logistics Leadership Roundtable"

Moderator: Mr. Louis Kratz, Vice President, Logistics and Sustainment, Corporate Engineering and Technology, Lockheed Martin Corporation

Panelists:

- ▶ VADM James Zortman, USN (Ret), Sector Vice President, Global Sustainment, Integrated Systems, Northrop Grumman Corporation
- ▶ Mr. John Erb, Vice President, Integrated Support Services, General Dynamics Information Technology
- ▶ Mr. Jim O'Neill, Vice President/General Manager Integrated Logistics, The Boeing Company
- ▶ Mr. Dennis Carroll, Vice President, Raytheon Missile Systems
- ▶ VADM Walter Massenburg, USN (Ret), Vice President, Readiness and Sustainment, Electronics and Information Systems, BAE Systems

12:00 pm Luncheon with Speaker

Jasmine Hibiscus Ballroom

▶ LtGen Ronald Coleman, USMC, Deputy Commandant for Manpower and Reserve Affairs, U.S. Marine Corps

1:45 pm Panel Discussion

"Operational Logistics Challenges in the Evolving National Security Environment"

Moderator: Mr. John Johns, ADUSD Maintenance Policy, OSD/L&MR **Panelists:**

- ▶ Mr. Christopher Lowman, SES, Director of Maintenance, Office of the Deputy Chief of Staff, G4
- ▶ MajGen Willie Williams, USMC, Commanding General, MARCORLOGCOM
- ▶ Maj Gen Bob McMahon, USAF, Director of Logistics, A-4L, Deputy Chief of Staff of the Air Force
- ▶ MG Jerry Johnson, USA, Deputy Chief of Staff, G4, U.S. Army Forces Command
- ▶ RDML Andy Brown, USN, Commander, Fleet and Industrial Supply Centers, U.S. Navy
- ▶ Mr. Jeff Orner, SES, Deputy Assistant Commandant, Engineering and Logistics, CG-4D, U.S. Coast Guard

3:30 pm Break

Exhibit Hall

4:00 pm Panel Discussion

"Contracting and Contractor Challenges on the Battlefield - Integrating and Controlling 'The Fifth Force Provider'"

Moderator: Mr. Gary Motsek, ADUSD, Program Support, OSD/L&MR Panelists:

- Ms. Kristi Clemens, President, Aegis Defense Services LLC
- ▶ RDML Kathleen Dussault, USN, Commander, Joint Contracting Command Iraq and Afghanistan (Invited)
- Mr. Will Moser, Deputy Assistant Secretary for Logistics Management, Department of State
- ► LTG Rick Hack, USA, (Ret), KBR

6:15 pm - 9:45 pm

Dinner Cruise

Lady Windridge Yacht, Intercoastal Waterway Boards at 6:00 pm at the Hyatt dock across from Registration

THURSDAY APRIL 9 2009

"PEOPLE: THE IMPACT OF EDUCATION AND TECHNOLOGY"

7:00 am

Continental Breakfast

Regency Ballroom Foyer

8:00 am

Keynote

▶ Maj Gen Dale Meyerrose, USAF (Ret), Vice President and General Manager, Cyber and Information Assurance, Harris Corporation

8:45 am

Panel Discussion

"Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness"

Moderator: LTG Bob Dail, USA (Ret), President, Supreme Group (USA) **Panelists:**

Dr. Paul Needham, National Defense University

Mr. George Topic, Deputy for Strategic Logistics, J4 Directorate, The Joint Staff

Mr. J. David Patterson, Executive Director, National Defense Business Institute, College of Business Administration, University of Tennessee, Knoxville

► Mr. Alan Estevez, PADUSD/L&MR

Mr. Michael Madden, Deputy Commander, MARCORLOGCOM

10:15 am

Break

Regency Ballroom Foyer

10:30 am

Panel Discussion

"Operationalizing Information Technologies: Impact on People, Processes and Readiness"

Moderator: Mr. Tim Harp, Deputy Assistant Secretary of Defense for C3ISR & IT Acquisition, OSD **Panelists:**

Mr. William Kanotz, Director, Logistics Programs, Surveillance Systems, Northrop Grumman Electronic Systems

Mr. James Sprang, Autonomic Logistics Information System Program Manager, Lockheed Martin Corporation

MG Dennis Jackson, USA (Ret), Director, Logistics Transformation, Oak Ridge National Labs

▶ Mr. Jon Newsom, Sustainment/PBL Solution Principal, SAP Public Services, Inc.

12:00 pm

Luncheon with Speaker

Jasmine Hibiscus Ballroom

Sponsored by Lockheed Martin Corporation

► Gen Duncan McNabb, USAF, Commander, USTRANSCOM Presentation of the following awards:

▶ DoD Award for Supply Chain Operational Excellence

▶ The Edward M. Greer Award

▶ The Logistician Emeritus Award

1:30 pm

Panel Discussion

"Homeland Defense: People, Processes and Technology in Crisis Response"

Moderator: Mr. Joe Spruill, Senior Logistics Analyst, DHS **Panelists:**

▶ Mr. Richard Gunderson, Acting Chief Procurement Offices, DHS HQ

▶ Mr. Jeff Orner, SES, Deputy Assistant Commandant, Engineering and Logistics, CG-4D, U.S. Coast Guard

▶ Mr. John Abood, Director of Transportation, USAID

▶ Mr. Chris Larson, Director, UPS Government Solutions

3:00 pm

Closing Comments

► VADM Gordon Holder, USN (Ret) Vice President, Booz Allen Hamilton;

NDIA Logistics Management Division and Conference Chairman

EXHIBIT INFORMATION

Exhibit Hall Hours

Monday, April 6, 2009 5:30 pm - 7:00 pm

Tuesday, April 7, 2009 9:00 am - 7:30 am

Wednesday, April 8, 2009 7:00 am - 8:00 am & 1:45 pm - 4:00 pm

Please note: The Exhibit Hall will be closed from 8:00 am - 1:00 pm. Exhibitors are encouraged to participate in the General Sessions and Panel Discussions during this time.

Move-Out:

Wednesday, April 8, 2009 4:00 pm - 10:00 pm Thursday, April 9, 2009 8:00 am - 12:00 pm

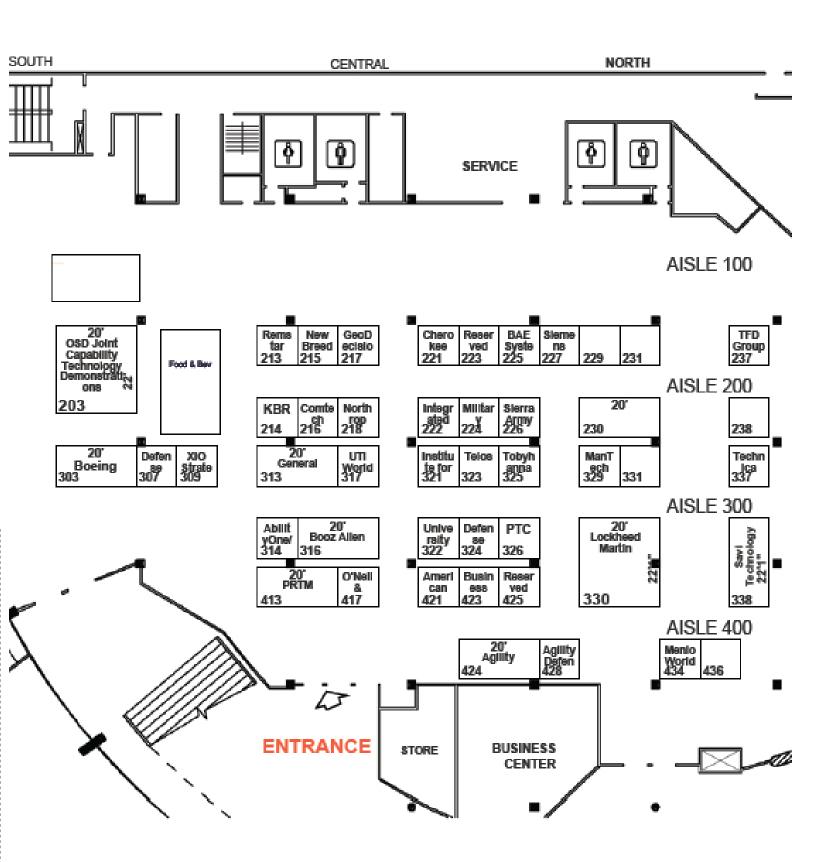
Attire:

Conference attire is business for civilians and Class A uniform for military. In addition, your identification badge, received upon conference check-in, must be worn at all times.

EXHIBIT INFORMATION

EXHIBITOR LIST AS OF 3/23/2009

Company Name	Booth #
Ability One/NISH	314
Agility Defense & Government Services	424
Agility Defense & Government Services	428
American Public University	421
BAE Systems	225
Boeing	303
Booz Allen Hamilton	316
BTA - Business Transformation Agency	423
Cherokee Information Services, Inc.	221
Computer Sciences Corporation	425
Comtech Mobile Datacom Corporation	216
Defense Acquisition University	324
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Accenture, the world's leading management and technology services organization, is collaborating with government organizations worldwide to develop innovative solutions that exceed the expectations of the businesses and citizens they serve, and help governments operate more efficiently.

Accenture's Defense industry group provides leading services and methodologies that help departments of defense, the intelligence community and federal agencies achieve high performance in support of the warfighter. The addition of mission services to Accenture's consulting, technology and outsourcing offerings means that clients can meet future goals, mitigate risk and realize cost savings. Visit www.accenture.com/defense for more information.

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 186,000 people serving clients in over 120 countries, the company generated net revenues of US\$23.39 billion for the fiscal year ended Aug. 31, 2008. Its home page is www.accenture.com.

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Defense & Government Services

Agility is one of the world's leading providers of integrated logistics to businesses and governments. It is a publicly traded company with \$6.3

billion in annual revenue and more than 32,000 employees in 550 offices and 100 countries. Agility brings efficiency to supply chains in some of the globe's most challenging environments, offering unmatched personal service, a global footprint, and customized capabilities in developed and emerging economies alike.

Agility's commercial division, Agility Global Integrated Logistics (GIL), is headquartered in Switzerland and provides supply chain solutions to customers in technology, retail, chemicals, and other industries. Agility Defense & Government Services (DGS), based in Washington, offers logistics services to governments, relief agencies and international institutions worldwide. Agility Investments, based in Dubai, draws on local insights from Agility's global network to identify real estate and private equity opportunities in Asia, Africa and the Middle East.

For more information visit our website: www.agilitylogistics.com



American Public University (APU) delivers on Service, Leadership, and Relevance in a global society. These values define our mission at American Public University. They guide how we educate and support more than 40,000 distance learners studying in 50 states and more than 100 countries. They are a roadmap for how we prepare your team members for successful careers, to provide valuable contributions to your organization.

APU applies state of the art technology to meet the educational needs of working professionals in our armed services and in the private sector. Accredited by the Higher Learning Commission, North Central Association, APU offers an impressive curriculum of over 70 interactive, online bachelor's and master's degree programs including Transportation & Logistics Management, Information Technology Homeland Security, Emergency & Disaster Management, Business Administration, and more. Courses start monthly.

APU endorses the goals of the Office of the Deputy Under Secretary of Defense (Logistics & Material Readiness) issued in its DoD Logistics Human Capital Strategy to establish the vision and enabling pillars to optimize the DoD logistics workforce. The content of our courses and high tech delivery provide an unmatched value proposition to contractors and military personnel, to your organization and your customers.

Above all, APU exists to serve you. Our students quickly discover a tight-knit community of professors, staff and fellow students. They will engage in one-on-one discussions with professors, asynchronously or in real time. You may work on a project with other students who live in your town or join online chats to discuss coursework with classmates who live across an ocean.

The professors teaching these programs are truly "real-world" experts who incorporate knowledge they learn from the field. Many are executives in government, business and non-profit organizations, including the State Department, Department of Defense, Department of Homeland Security, CIA, United Nations, commercial airlines, defense contractors, and more. They promote continuous learning as members of professional associations such as the Council of Supply Chain Professionals (CSCMP), SOLE, APICS, the Association for Operations Professionals, the Institute for Supply Management and the Project Management Institute.

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BAE SYSTEMS

BAE Systems is the premier global defense, security and aerospace company delivering a full range of products and services for air, land and naval forces, as well as advanced electronics, security, information technology

solutions and customer support services. With approximately 105,000 employees worldwide, BAE Systems' sales exceeded \$34.4 billion in 2008. In the United States, BAE Systems is in the top 10 among the leading U.S. defense contractors. Between our Electronics, Intelligence & Support (EI&S) and Land & Armaments (L&A) Operating Groups, plus Products Group and Detica, Inc., BAE Systems, Inc. – headquartered in Rockville, Maryland — employs some 47,000 employees in the U.S., and 55,000 total around the world. BAE Systems has a proud history of leveraging its global capabilities to deliver the very best for our men and women in uniform, and to those who protect our nations.

EI&S designs, develops, produces and supports electronic systems and subsystems for military and commercial applications, and focuses on four core markets: electronics, information systems, platform controls and power management, and support services. EI&S is a benchmark provider of integrated information technology, and technical and professional service solutions for the U.S. national security and federal civilian markets.

L&A is a global leader in the design, development, production and service support of armored combat vehicles, major and minor caliber naval guns and missile launchers, canisters, artillery systems and munitions. L&A provides breakthrough technology solutions, world class systems integration, flexible manufacturing, and superior integrated logistics support throughout the product lifecycle.

BAE Systems, Inc. also includes the Products Group -- provider of many of the world's most recognized brands in protective gear across the law enforcement, corrections, military and security markets -- and recently acquired Detica, Inc. -- an information intelligence company that delivers technology-driven solutions to the U.S. national security and commercial markets.

Promotional partner



BearingPoint, Inc. is one of the world's largest providers of management and technology consulting services to Global 2000 companies and

government organizations in more than 60 countries worldwide. Based in McLean, Va., the firm has approximately 16,000 employees focusing on the Public Services, Commercial Services and Financial Services industries. BearingPoint professionals have built a reputation for knowing what it takes to help clients achieve their goals, and working closely with them to get the job done. Our service offerings are designed to help our clients generate revenue, increase cost-effectiveness, manage regulatory compliance, integrate information and transition to "next-generation" technology. For more information, visit the Company's Web site at www.BearingPoint.com.

Booz | Allen | Hamilton Booz Allen Hamilton has been at the forefront of strategy and technology consulting for 95 years. Every day, government agencies, institutions, corporations, and infrastructure organizations rely on the firm's expertise and objectivity, and on the combined capabilities and dedication of our exceptional people to find solutions and seize opportunities. We combine a consultant's unique problem-solving orientation with deep technical knowledge and strong execution to help clients achieve success in their most critical missions. Providing a broad range of services in strategy, operations, organization and change, information technology, systems engineering, and program management, Booz Allen is committed to delivering results that endure.

With 20,000 people and \$4 billion in annual revenue, Booz Allen is continually recognized for its quality work and corporate culture. In 2009, for the fifth consecutive year, *Fortune* magazine named Booz Allen one of "The 100 Best Companies to Work For," and *Working Mother* magazine has ranked the firm among its "100 Best Companies for Working Mothers" annually since 1999.

To learn more about the firm, visit www.boozallen.com.

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Millions of U.S. Citizens Count on CSC Every Day. Why?

We're Proven Performers: For 50 years, we have been helping our government customers achieve excellence through world-class information technology, business operations and engineering solutions. As one of the world's largest providers of technology-enabled services, we bring fresh ideas and proven best practices to help you meet mission-critical requirements.

We're Results Driven: We meet challenges head-on and deliver innovative solutions that produce measurable results. Our goal is always the same: to help our customers, succeed in the most cost-effective and efficient way possible.

We're Mission-Tested: We serve every department in the U.S government. In fact, we have held many of our federal contracts for more than 25 years. This breadth of experience and depth of understanding is essential in looking at the bigger picture and taking an enterprise-wide view to solve your problems. Understanding what it takes to work across an organization helps us deliver effective solutions that span the boundaries of many agencies and departments.

We Deliver: Whether the challenge is to transform your global supply chain, manage the distribution of items on which others rely, ensure parts are available when needed, or keep highly sophisticated equipment in top notch condition, logistics management is a make-or-break business.

Logistics services must be agile for an operation to run smoothly. This requires that supply, transportation and maintenance functions — such as order fulfillment, asset visibility, warehouse management, distribution, flightline inspections, and modification installments — integrated within a total enterprise framework.

Seven Ways CSC Can Help

In the future, military and commercial logistics systems will be integrated to form an interoperable supply chain. CSC's proven, award-winning logistics and supply chain solutions are playing a key role in modernizing logistics. At the same time, they allow our customers to improve readiness, increase speed and lower costs.

- Supply Chain Consulting and Management
- Logistics Enterprise Integration and Transformation
- Distribution Management and Transportation
- Facility Management.
- Maintenance and Repair
- Logistics Engineering
- Enterprise Visibility Solutions



EDS, an HP company, is a leading global technology services provider, delivering business solutions to its clients. EDS founded the information technology outsourcing industry more than 46 years ago. Today, EDS delivers a broad portfolio of information technology, applications and business process outsourcing services to clients.

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GENERAL DYNAMICS

Information Technology

We Meet the Need - Anytime, Anywhere, Any Mission

The customers we serve are diverse – and so are their requirements. Transformational logistics services for the U.S. Army. Enhanced readiness and operations for the U.S. Air Force. Expedited solutions for major wireless telecommunications providers. And world-class, subject matter experts available onsite when and where they're needed. When government and business enterprises require specialized services like these, they turn to a trusted name: General Dynamics Information Technology. From the desktop to the enterprise to mission operations worldwide, we provide a comprehensive range of professional and technical services to meet critical planning, staffing, management, technology and operational needs.

Full Life-Cycle Services. Whether you require single tasks or end-to-end solutions, General Dynamics Information Technology supports the entire life cycle of a program, system or mission. Our services include: strategy and planning • logistics • information technology (IT) and network support • training solutions • foreign military sales • medical services • financial management • program management • platform and systems modernization and maintenance • environmental management. As our reputation has grown, so has our customer base. We serve the military service branches and joint commands, U.S. Department of Defense (DoD) agencies, the intelligence community, federal civilian agencies such as the U.S. Departments of Justice and Homeland Security, law enforcement agencies, major corporations and international customers from ministries of defense to oil and gas companies.

Customer Understanding Drives Strong Solutions. The same experience and expertise that drive the strength of our IT offerings also fuel the industry-leading strengths of our professional and technical services. Unsurpassed mission understanding and knowledge of customer requirements assure that our services deliver the support you need for your real-world requirements. Many of our people have held key technical and leadership positions in defense, intelligence, law enforcement, homeland security and civilian government. So we know the challenges you face – and what's needed to help you achieve mission and enterprise success. Expect strong solutions that get the job done ... minimize risk ... and ensure readiness for the future.

When government and business need professional and technical services, They turn to a trusted name: General Dynamics Information Technology

Promotional partner



The Institute for Defense & Business (IDB) focuses on the need to create and maintain an ongoing dialogue between the U.S. military and the private sector as well as among the services to engender a truly joint perspective. The IDB accomplishes this objective through a unique approach that combines scholarly as well as applied research and education. Created in 1997 by the University of North Carolina and the State of North Carolina, the IDB is a 501(c)(3) non-profit research and education organization based in Chapel Hill, North Carolina. The IDB has five major program areas detailed below:

- The Center of Excellence in Logistics and Technology (LOGTECH) provides two executive education experiences with a focus on logistics and technology for logisticians at different stages of their professional development. LOGTECH also offers an executive MBA through a unique partnership between the Kelley School of Business at Indiana University and the University of North Carolina at Chapel Hill's Kenan Flagler Business School.
- **Depot and Arsenal Executive Leadership Program (DAELP)** is an executive development program for the leaders of the U.S. military's Depots and Arsenals. It provides a comprehensive educational experience through a series of in-residence sessions at the University of North Carolina's Friday Center, on-site orientation visits to our nation's depots plus an innovative Corporate Residency program.
- The Center for Stabilization and Economic Reconstruction (CSER) houses a range of programs that center on addressing the challenges of economic recovery of post-conflict and post-disaster states.
- Log21: Logistics for the 21st Century is designed to provide early career, high-potential military and corporate logisticians with a comprehensive and tailored educational experience that furthers their professional development and propels their careers.
- The Master of Life Cycle Systems Engineering (MLCSE) was developed in response to industry requests for a degree that emphasizes the total cost of ownership for products and systems. This degree program, launching in 2010, is a 16-month degree offered in partnership with North Carolina State University and North Carolina A&T University. The IDB is also launching week long executive education courses focused on life cycle systems engineering in the fall of 2009.

PROMOTIONAL PARTNER

LOCKHEED MARTIN

Headquartered in Bethesda, Maryland, Lockheed Martin is a global security company that employs about 146,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. As the leading provider of logistics and sustainment support to the DoD, Lockheed Martin is actively assisting in implementing innovative business relationships and advanced supply chain practices to improve material readiness, reduce costs, and reduce logistics response time. The overall approach, "Full Spectrum Integrator" is directed towards providing assured mission outcomes at all times in the life cycle of all programs. By offering "Full Spectrum Integrator" services, Lockheed Martin provides America's deployed forces with best-in-class support while dramatically improving DoD logistics performance.

Recent efforts include: F-22 Sustainment • FASI-G • SOFSA • High Mobility Artillery System • Aegis PBL • Naval Aviation Tires • H-60 Tip-to-Tail • Javelin • Air Force Industrial Prime Vendor (AF IPV) and • Navy Acoustic – Rapid COTS Insertion (A-RCI).



Sustaining the Warfighter Anytime, Anywhere Leadership Across the Total Cycle of Logistics

Logistics

Warfighters are only as effective as the systems and support that keep them equipped with the material, enabling information and weapons systems required for mission success. That's why the defense community turns to a trusted leader for state-of-the-art logistics and life cycle support. Northrop Grumman.

For years, our systems and solutions have helped defense agencies and every branch of the armed forces to supply and sustain the warfighter anytime, anywhere and for less cost. Our performance-based logistics capabilities are integral to meeting the rapid response requirements of missions around the globe and to ensuring the operational readiness and availability of material, information technology (IT) assets and weapons systems and platforms.

From the Manufacturer to the Battlefield – We're There

Our solutions cover the total life cycle of our systems support – from design and manufacture to delivery and distribution to after market support and maintenance to process improvement and beyond. We also draw on our large-scale program experience to support global defense information systems, communications networks and weapons systems and platforms.

Unmatched Customer Logistics Domain Understanding

Our logistics expertise applies logistics domain understanding gained where it matters most – in the field. We've worked with military forces in operating theaters worldwide. We understand their missions – and the mosteffective ways to keep them equipped and ready for the challenges ahead.

The Solutions We Use Ourselves

At Northrop Grumman, logistics is more than a service offering. Our internal logistics, SCM and IT systems are vital to the success of our manufacturing operations in shipbuilding, space systems, unmanned aerial vehicles and aircraft radar and electronic systems. We use Six Sigma and lean practices to cut costs and ensure quality. And with our global information network and resources, we support and maintain our offerings around the globe.

The benefit for you? We know what makes logistics work - and how to make it work for our customers.

Find Out More - To learn more about our logistics and engineering services, contact: www.northropgrumman.com

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PRTM

PRTM (www.prtm.gov.com) is the leading management consultancy for operational transformation in the public sector. The firm is a fusion of government and commercial change agents, bringing extensive knowledge of best practices to its clients. Since 1976, PRTM has created competitive advantages for its clients by partnering with senior executives to develop and implement innovative operational strategies that

deliver sustainable results. PRTM management consultants are leaders in operational strategy, supply chain, product development and customer management, having developed many of the standard-setting methodologies and frameworks used by leading companies today. PRTM has 16 offices worldwide and serves all major government and industry sectors.

For more than 30 years, PRTM has helped public and private organizations across multiple industries develop and deploy innovative yet pragmatic operational strategies aimed at attaining meaningful and lasting results. With strategy development and operational expertise tested in the field and a proven track record to back it up, PRTM's consulting team can assist with a range of services and best practice implementations, customized to fit your organization's needs, whether you are in the government or the aerospace and defense industry.

PRTM delivers the highest returns to its clients by applying its industry and operational expertise to fundamental management challenges: sustaining innovation, delivering value consistently to customers, and increasing profitability. The firm has deep functional knowledge in core operational areas such as supply chain, product development, and customer value management; it is those operational areas that drive structural revenue and performance. PRTM draws its client teams from a worldwide talent pool of management consultants based in local offices across the Americas, Asia, and Europe, and serves the following industries:

- Aerospace and Defense
- Automotive
- Chemicals and Process Industries
- Communications and Media
- Consumer Goods
- Electronics and Computing
- Energy
- Financial Services
- Industrial
- Life Sciences and Healthcare
- Private Equity
- Public Sector
- Software

Promotional partner

Raytheon

Raytheon Company is a technology leader specializing in defense, homeland security and other government markets throughout the world.

Raytheon's businesses provide state-of-the-art electronics, Mission Systems Integration and other capabilities in the areas of sensing; effects; and command, control, communications and intelligence systems, as well as a broad range of Mission Support services:

- Integrated Defense Systems (IDS) IDS is Raytheon's leader in Joint Battlespace Integration providing affordable, integrated solutions to a strong international and domestic customer base, including the U.S. Missile Defense Agency, the U.S. Armed Forces and the Department of Homeland Security. With headquarters in Tewksbury, MA., IDS had 2008 net sales of \$5.1 billion.
- Intelligence and Information Systems (IIS) Based in Garland, Texas, Raytheon Intelligence and Information Systems is a leading provider of information and intelligence solutions to the government. IIS had 2008 net sales of approximately \$3.1 billion and employs more than 9,000 engineering and technical professionals worldwide.
- Missile Systems (MS) MS is the world's leading missile producer for U.S. and allied forces. From global missile defense to directed energy solutions, MS provides revolutionary technologies to meet customer needs in the evolving battlespace. With headquarters in Tucson, AZ., MS had sales of approximately \$5.4 billion in 2008.
- Network Centric Systems (NCS) NCS develops and produces network centric solutions that integrate
 sensors, systems and secure communications to manage the battlespace and airspace. With headquarters in
 McKinney, Texas, NCS had net sales of approximately \$4.5 billion in 2008.
- Space and Airborne Systems (SAS) SAS is the leading provider of sensor systems giving military forces the most accurate and timely information available for the network-centric battlefield. With headquarters in El Segundo, CA., SAS had sales of approximately \$4.4 billion in 2008.
- Technical Services (TS) provides technical, scientific and professional services for defense, federal and commercial customers worldwide. A global workforce of more than 9,000 provides Mission Support, training, counterproliferation and counterterrorism, range operations, product support, homeland security solutions, and customized engineering services to ensure customer success. With headquarters in Reston, VA., TS had net sales of approximately \$2.6 billion in 2008.



SAIC is a FORTUNE 500° scientific, engineering, and technology applications company that uses its deep domain knowledge to solve problems of vital importance to the nation and the world, in national security, energy and the environment, critical infrastructure, and health. The company's approximately 45,000 employees serve customers in the Department of Defense, the intelligence community, the U.S. Department of Homeland Security, other U.S. Government civil agencies and selected

commercial markets. SAIC had annual revenues of \$8.9 billion for its fiscal year ended January 31, 2008. For more information, visit www.saic.com. SAIC: From Science to Solutions®

Promotional partner

Telos: Solutions that empower and protect the enterprise, <u>www.telos.com</u>.

Telos employs advanced technologies to deliver solutions that secure the vital assets of the world's most demanding enterprises and security-conscious organizations, including the critical operational and tactical systems of military, intelligence and civilian agencies.

Secure wired and wireless network solutions for DoD and federal agencies

Using proprietary design methodologies, Telos delivers fixed and deployable, wired and wireless, secure networks for military, first responder, and other government agencies. Increasing military readiness worldwide, wireless networks are being deployed at 97 Air National Guard locations, with expansion to an additional 200, and close to 30,000 deployable secure wireless modules provide last-mile connectivity between warfighters and Army logistics networks.

Automated and streamlined IT security and risk management

Telos provides Information Assurance solutions for security assessment, security engineering and cyber security operations and management. Telos security professionals are charged with the design, operation and 24/7 protection of the Pentagon communications network, defending against 3 to 4 million intrusion detection events each day.

Xacta IA Manager combines industry-leading security compliance and risk assessment functionality with powerful business process automation to establish a centralized governance, risk, and compliance management platform that facilitates compliance assessment, continuous risk and sustained compliance management, and security process automation.

Next-generation messaging solution supporting warfighters throughout the world

Adopted by the DoD in 2004 to carry official message traffic, the Automated Message Handling System (AMHS) is implemented throughout all branches of the military, the intelligence community and other critical civilian agencies. AMHS is used by US Central Command to meet its critical organizational communications requirements in Operation Iraqi Freedom.

End-to-end logical and physical security from the gate to the network

Telos identity management solutions provide control of physical access to bases, offices, workstations, and other facilities, as well as control of logical access to databases, host systems, and other IT resources. Telos designs and delivers identity and access solutions to protect national security assets and facilities. Among these programs is the largest biometric application in the world, which has issued over 12,000,000 secure credentials for active and retired military, military dependents, and contractors.

CONFERENCE NOTES

THANK YOU FOR COMING! Join us again next year and SAVE THE DATE! 26th Annual National Logistics **Conference & Exhibition Event #0730 April 12 - 15, 2010 Hyatt Regency Miami** Miami, Florida



THANK YOU TO OUR PROMOTIONAL PARTNERS!



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Information Technology













BAE SYSTEMS













Small Business Interoperability and Opportunity in a Complex Defense Marketplace

Teaming For Success

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Booz Allen Actively Seeks Small Business To Fill Niche Requirements

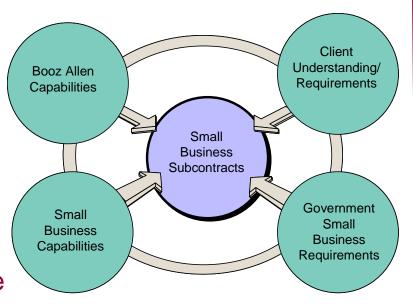
- Our capture process ensures collaboration with business leaders across Booz Allen to identify niche subcontracting opportunities for small businesses
- We seek out businesses to supplement in-house professional, technical, and support capabilities
- We review procurements and consider
 - Government contracting requirements
 - Booz Allen's capabilities
 - Small business capabilities and client relationships and knowledge
- This approach produces specific small business subcontracting opportunities tailored to each procurement





Booz Allen strives to identify companies with "best-in-class" capabilities

- Booz Allen's subcontractors typically possess the following characteristics:
 - A well defined business strategy and complementary corporate vision
 - Compatible business ethics and philosophy
 - An understanding of the government market with expertise or recognition within a specific client organization or capability
 - The potential for a long-term, reciprocal relationship
 - Financial stability and viability







Team building is key

- It's about Mutual Trust. We:
 - Develop and discuss proposal building strategies with our team early in the process
 - Assign various proposal lead roles to the most qualified member of the team
 - Maintain high energy and team spirit throughout the proposal process
 - Maintain open communication with the team through various proposal meetings throughout the entire proposal process
 - Place our Small Businesses in challenging roles from proposal support to contract implementation
- Team Building
 - Being personally committed to the development of small businesses through an integrated team approach to fulfill the client's mission.

....and, it's supported 100% by our Firm's Officers and leadership team





Case Study:

Booz Allen & Systems Documentation, Inc./SDI Government Solutions

CECOM Logistics Readiness Center (LRC), Logistics and Engineering Operations (LEO) Directorate Technical Manual Conversion Project





Systems Documentation, Inc. Company Profile

- Systems Documentation, Inc. (SDI)...established in 1978
 - Certified, woman-owned small business enterprise
- SDI Government Solutions is a division of SDI focused specifically on the Federal Government, with offices in:
 - South Plainfield, NJ (Supporting CECOM and PD CREW)
 - Crane, IN (Supporting NSWC Crane)
 - La Plata, MD (Supporting JCREW PMS 408 and JIEDDO)
 - Pittsburgh, PA (Supporting Interactive Media)
- 100% Cleared Personnel
 - Program / Project Managers/ Logistics Specialists
 - Training / Front End Analysis Specialists
 - Software Engineers / Web Developers / Graphic Artists
 - Instructional Designers / Technical Writers
- Secret Facility Clearance





Background

- CECOM LRC LEO Directorate is the Resources optimization PM for Force Reset/Readiness.
 - Delivers cohesive and complete lifecycle support for US Army telecommunications and advanced application technology weapon systems
 - Is responsible for discovering internal implicit business processes and evolving explicit policy in the CECOM LCMC LRC community
 - Develops and provides to the CECOM Commodity Directorates, Weapon System Teams tools for training and support of acquisition, supply, and logistics lifecycle of all US Army CECOM LCMC products.

TMDS Project Objective:

- Convert existing Technical Manuals (TM) into XML (eXtensible Mark-Up Language) TMs
- Review and analyze TM changes/updates associated with Two Level Maintenance
- Provide support in TM review to ensure compliance with current MIL-STD-40051, MIL-STD- 2361 and AR 25-30



The Challenge

- Convert an estimated 1.5M pages, across ~5K Technical Manuals to XML Standards
- Task Requirements:
 - XML conversion Conversion of GF source material into XML computer language, compliant with Military Standards (MIL-STD).
 - TM updates in the form of changes and revisions performed IAW MIL-STD 40051/2361 to include Two Level Maintenance information
 - TM review & analysis to ensure content and format are compliant with MIL-STD 40051, revision 2, change 3 and/or CECOM Variant MIL-STD 2361
 - TMDS Audit Tool to ensure production performance tracking of all TMDS content from initial GFI to final accepted delivery for XSL
 - BAH Project Management Environment & TMDS Project Management Dashboard





We Turned To SDI because of what they do

Comprehensive Training Support Services



- Training Analysis
- Blended Learning Environment
- Systems Approach to Training (SAT)
- Interactive Intelligent Training Media Solutions
- Training Plans and Materials
- Instructor-Led Training
- Training Delivery

Logistics Management and Technical Documentation



- Intelligent Technical Documentation
- Content Architecture: from Content **Development - Publication -Document Management - Distribution** to Integration with Other Business **Processes**
- Knowledge management, Community of Practice Web Portal / Document Repository
- Life Cycle Logistics Support, DoD 5000.2 process

Expertise in...



- DoD 5000.2
- Shareable Content Object Reference Model (SCORM)
- Reusable Learning Objects (RLO)
- Learning Management System (LMS) interfaces
- Section 508 of the Rehabilitation Act

- Technology-Based Training
- Content & Knowledge Management
- 3-D Modeling & Simulation
- Software Development
- Graphic Design & Production
- Other industry standards and best practices











Project Team Roles & Responsibilities

	PM	Tech Manual Conversion	Tech Manual Change/ Revision Updates	Review & Analysis	TMDS Auditing	Quality Assurance
Booz Allen	√			√	√	√
SDI		√	√		V	√





Why SDI?

- Extensive history with Army, Navy and commercial clients supporting conversion of technical documentation into structured mark-up language (SGML & XML)
- They provide document analysis, DTD creation, authoring, editing, graphics support, publishing and production services, dynamic publishing and database integration, migration and conversion services, tools development, and training and support.
- Proven experience executing XML conversion of a 500 page TM in 4-6 weeks compared to an industry standard of 12 weeks using proven technology software tools and TM conversion process to provide the following results/benefits ...
 - On time delivery
 - Compliance with quality standards.
 - Improved accuracy
 - Validation against the CECOM Compose Tool
 - MIL STD compliant for XML TMs and SVG/CGM graphics





The Results

- While still in the early stages of the overall project, the project team has received positive client feedback on:
 - Attention to detail
 - Quality
- Working collaboratively with the client, the project team is identifying and implementing improvements in the client's COMPOSE tool (IETM checker) used to validate MIL STD compliance





Booz | Allen | Hamilton

delivering results that endure



Dick Lohrmann Principal

Booz | Allen | Hamilton

1550 Crystal Drive **Suite 1100** Arlington, VA 22202-4158 (703) 412-7550 Lohrmann dick@bah.com

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McLean Hamilton - 3013

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Ashley Burton — Reporting and Compliance 703/902-5891

McLean Hamilton - 3013

burton ashley@bah.com



Barbara J. Reeder Executive Vice President

1001 Durham Avenue, Suite 202 • South Plainfield, NJ 07080 office 908.251.6080 • cell 908.295.7426 • fax 908.251.6052 email barbara.reeder@sdigovsolutions.com barbara.reeder@us.army.mil www.sdigovsolutions.com



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1001 Durham Avenue, Suite 202 • South Plainfield, NJ 07080 office 908.251.6063 • cell 732.979.7653 • fax 908.754.7555 email joseph.clements@sdigovsolutions.com www.sdigovsolutions.com











2008

Adapting Maintenance to An ARFORGEN Construct

- ~130,000 Pieces of Equipment Reset
- An ~\$18.8B Effort
- Production Efficiencies Achieved

Challenges

- Increasing Our Visibility
- Synchronizing Sustainment Solutions
- Developing a Consolidated Requirements Determination

Process

Maintaining Balance in the Industrial Base

Leader Development Objective

Leaders who understand the Enterprise

their own Service; other Services

Global Marketplace and Economy

Strategic Environment/Objectives

The Components of DOD Logistics

The Capabilities of the various components

Processes that are shared and common

Key C2, Operations and Readiness, Business Systems

Leaders who demonstrate Enterprise Thinking

outcomes, effects, mental agility

contribution and benefits vice ownership

balancing costs, risk, and responsiveness

corporate view of inventory, infrastructure, trans, information

Leaders who understand Relationships

Headquarters U.S. Air Force

Integrity - Service - Excellence

Operational Logistics Challenges in an Evolving National Security Environment— An Air Force Perspective



Maj Gen Bob McMahon HQ USAF Director of Logistics 8 April 2009

U.S. AIR FORCE



Operational Logistics Challenges

- Understanding Reality
 - Resource Expectations
 - People, Dollars, and Time
 - Weapon System Reset
 - Weapon System Recapitalization
- Finding Balance
 - Field vs Depot Maintenance
 - Effective (and) Efficient
 - Organic vs Contract Maintenance

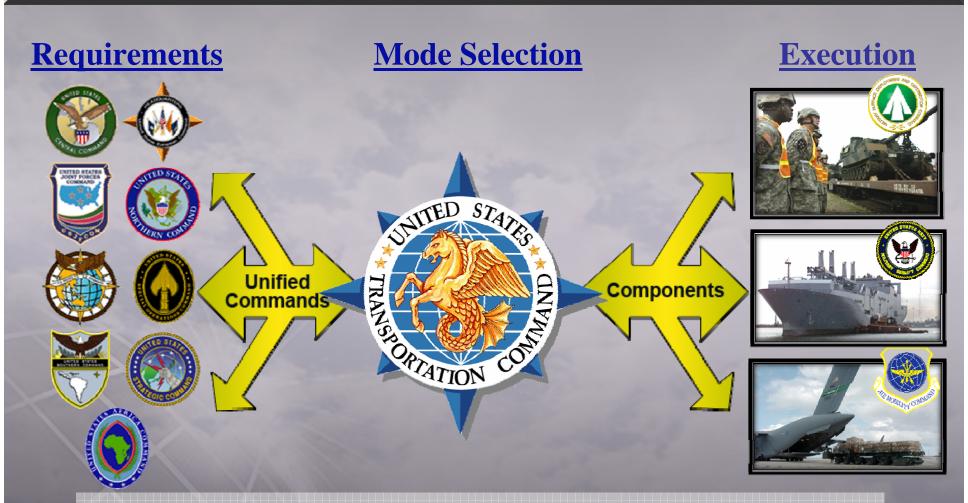


=**** Projecting National Military Power



America's Military Might Moves with USTRANSCOM

=*** Single Manager for Common User Transportation



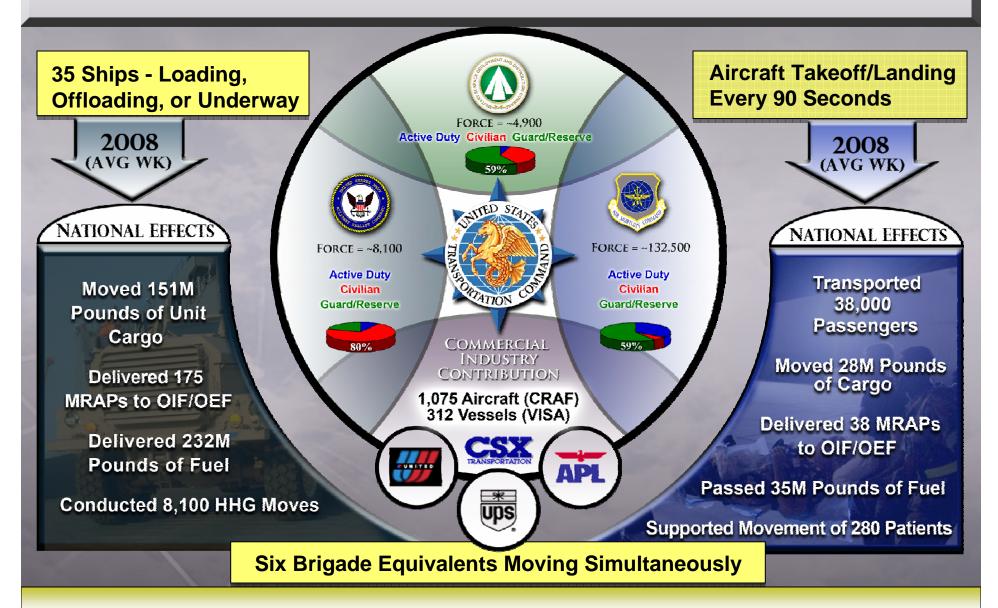
USTRANSCOM provides the <u>synchronized</u> transportation, <u>distribution</u>, and <u>sustainment</u> for the nation.

=*** Single Manager for Common User Transportation



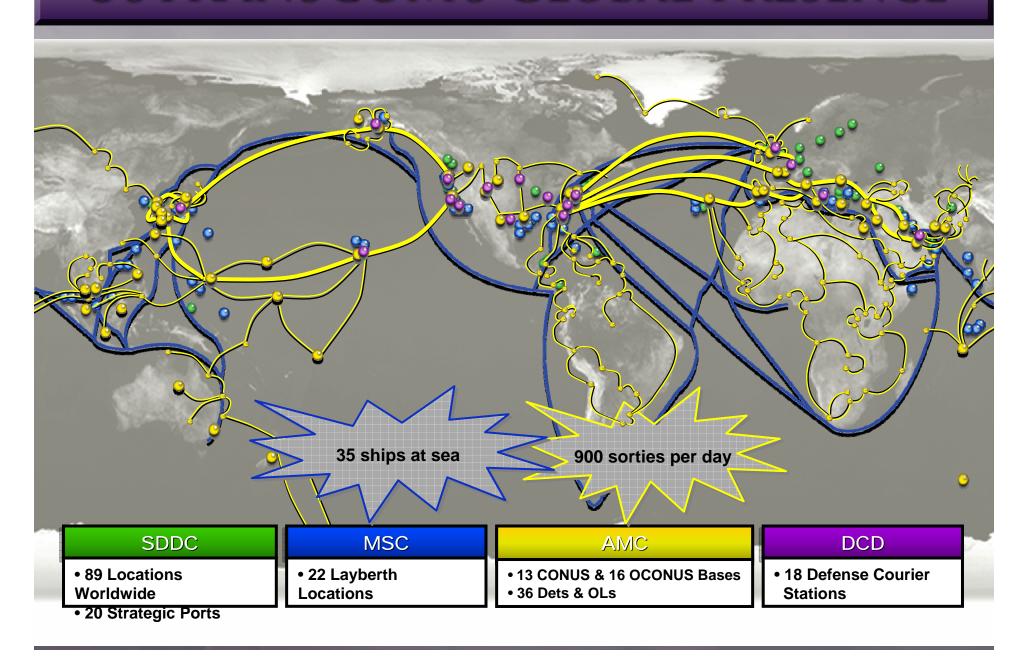
USTRANSCOM provides the <u>synchronized</u> transportation, <u>distribution</u>, and <u>sustainment</u> for the nation.

=**** The USTRANSCOM Team



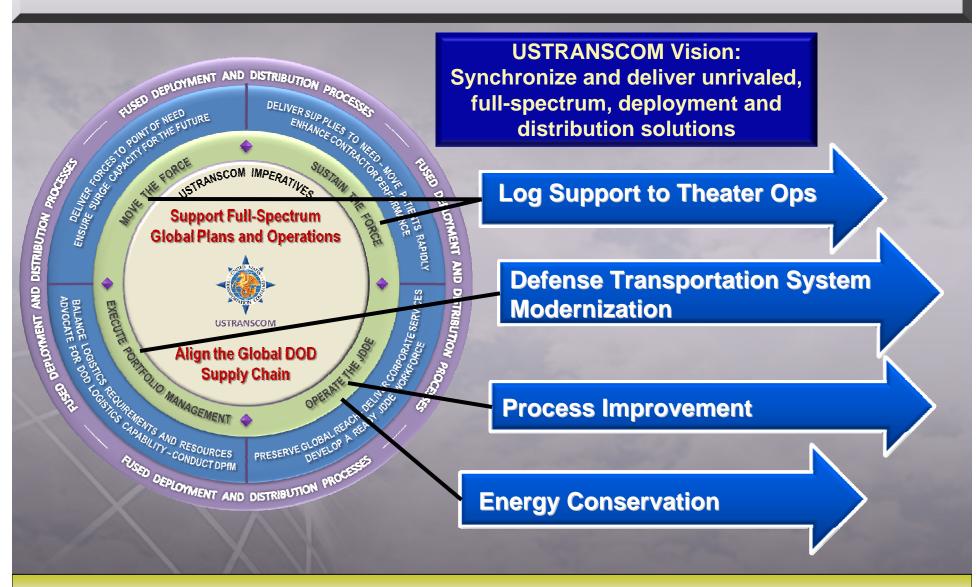
Professional Distribution Team Doing Great Things -- Asymmetric Advantage for Our Nation!

USTRANSCOM'S GLOBAL PRESENCE



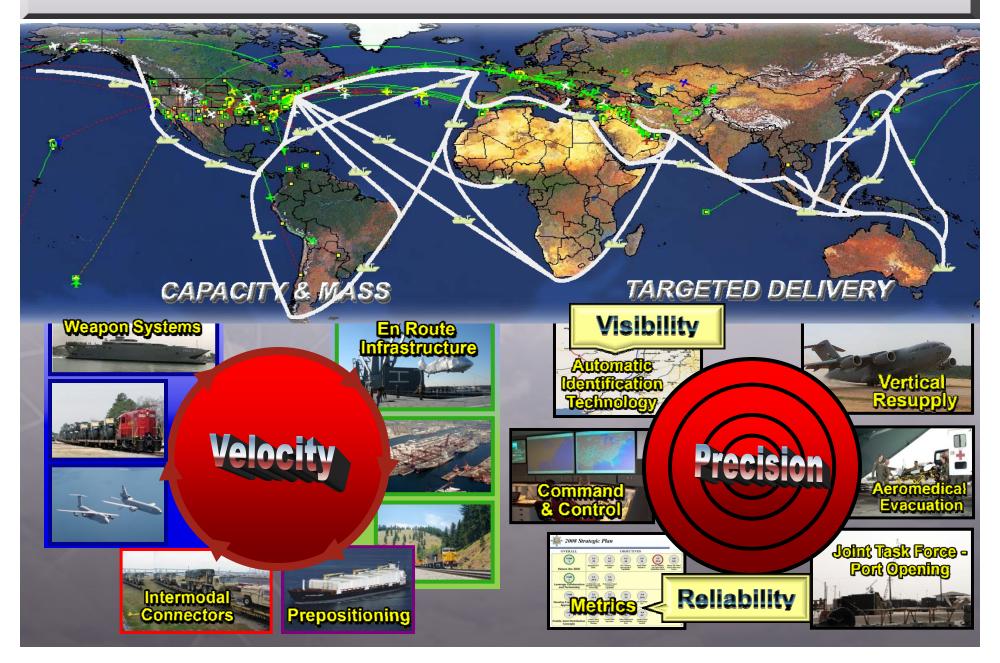
TCCC Strategic Engagement

-***=

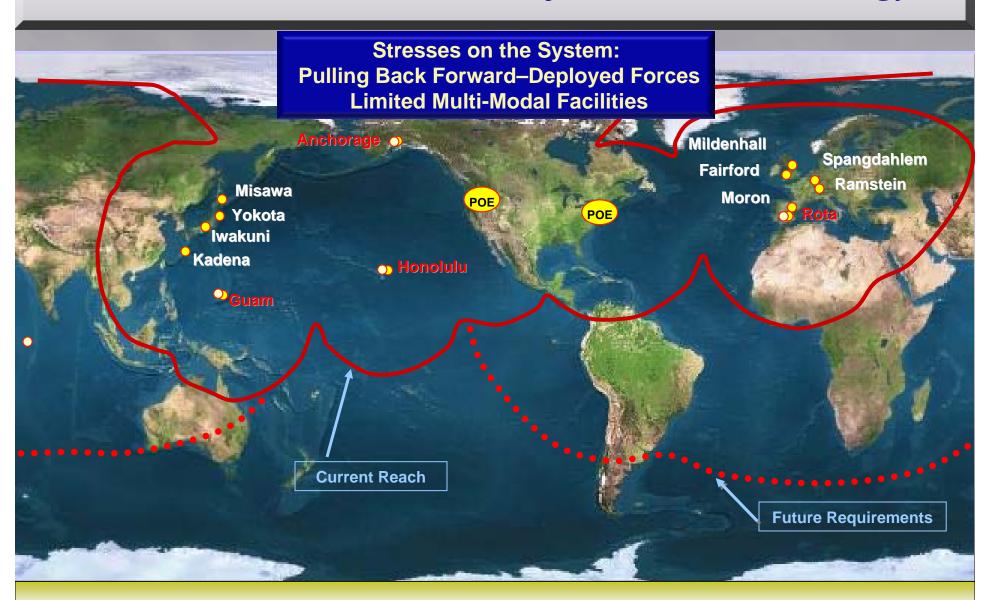


Direct Linkage Between Strategic Plan and Engagement Themes

=**** Transforming Strategic Transportation



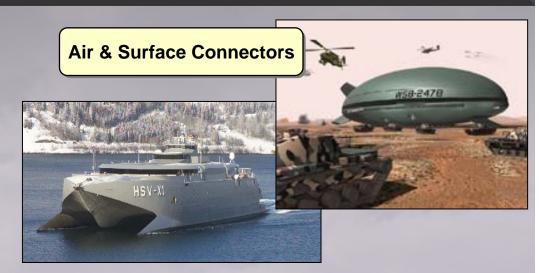
=★★★★= Global En Route Infrastructure Strategy



Today's Port of Debarkation is Tomorrow's En Route

=**** Technology Goals: JLOTS/Seabasing





Capabilities to Enable Future Operating Environments:



=**** Critical Enabler of National Security



4,194 Joint Aircraft to "Fly, Fight and Win"



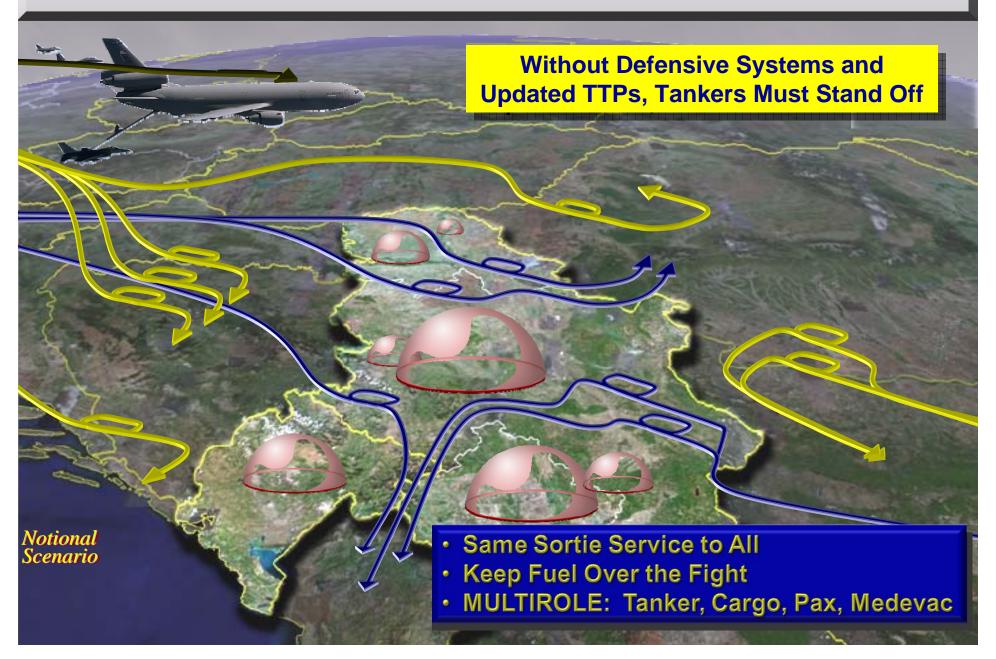
KC-X Capabilities Purple=JROC Validated Shortfall Green=DoD Mandated	KC-135E 37	KC-135R 415	KC-10 59	KC-X 179
KPP #1 Tanker Air Refueling - Boom/Drogue Same Sortie				
KPP #2 Fuel Offload/Radius				
KPP #3 Communications, Navigation, & Surveillance/Air Traffic Management (CNS/ATM)				
KPP #4 Airlift Capability				
KPP #5 Receiver Air Refueling		8 w/		
KPP #6 Force Protection - Chemical/Biological Ops				
KPP #7 Net Ready				
KPP #8 Survivability - Defensive Systems				
Situational Awareness / Real Time Information in Cockpit				
Night Vision Ops				
Electro Magnetic Pulse Protection				
KPP #9 Multi-Point Refueling		20 w/	20 w/	

Fuel Plus Floors, Doors, and Defense

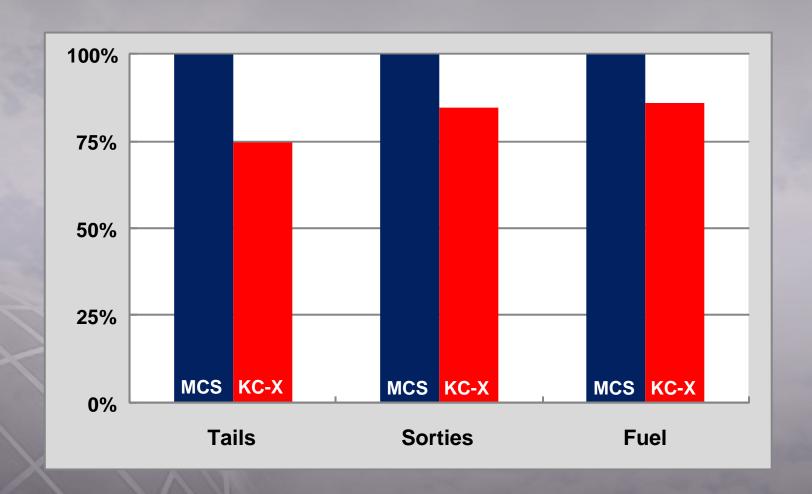
=**** Savings Through Capability



=**** KC-X: Game Changing CONOPS



=****=Prosecuting the National Military Strategy



Fuel Savings \$2.2M/Day World Wide



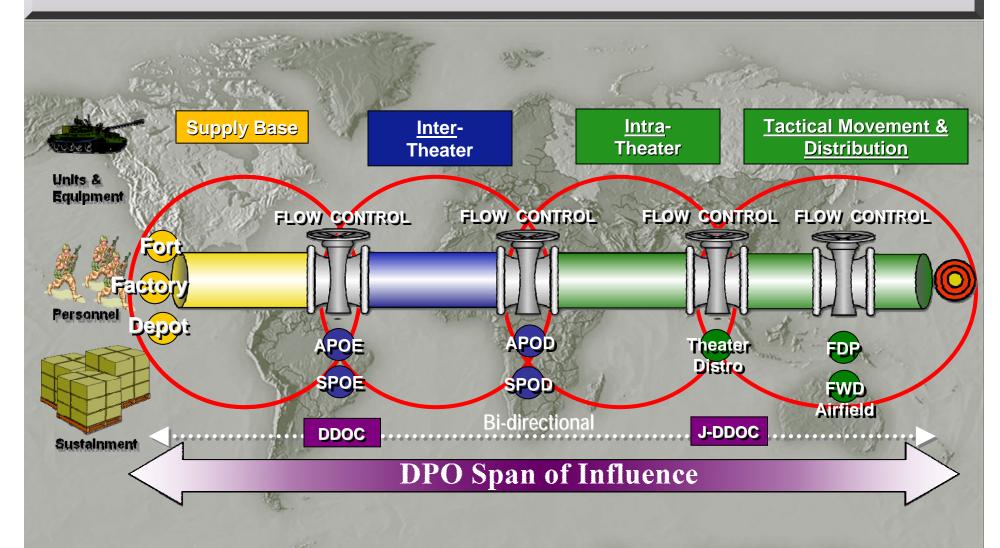
Ultimate Force Multiplier

KC-X will fundamentally transform our mobility system as the C-17 transformed our airlift system

"The KC-X will be a game-changer—its value as a tanker will be tremendous—its value as a multi-role platform will create the ultimate force multiplier for the mobility enterprise. Quite honestly, I believe it will do for the whole mobility world what the C-17 did for theater and strategic airlift." (Gen. Duncan J. McNabb, to House Appropriations Defense Subcommittee, 5 March 2009)



Transforming Distribution



Asset Visibility is a Cornerstone

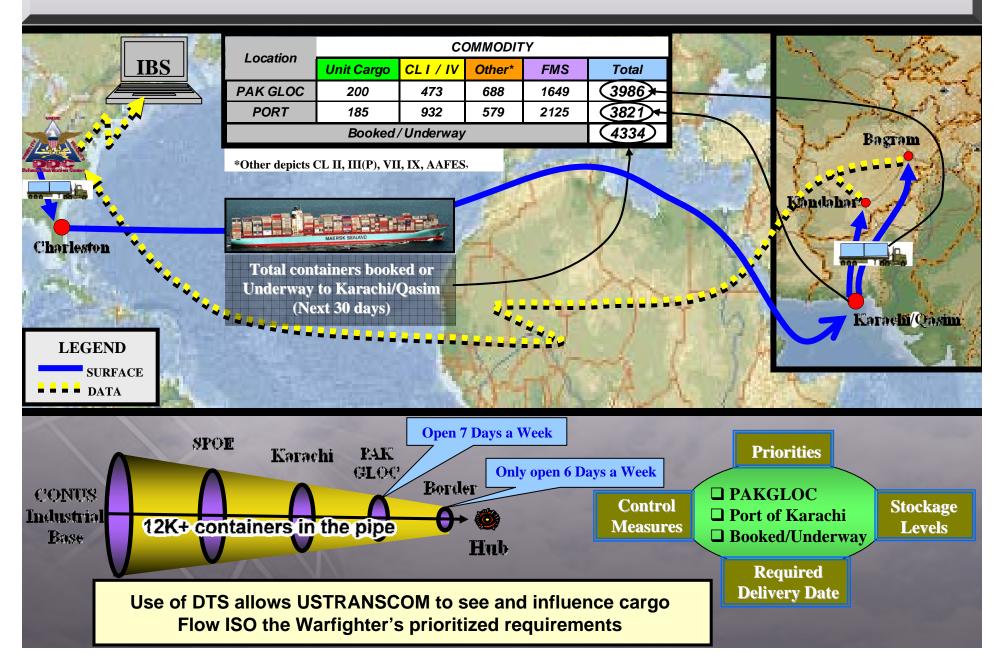
=**** PAKGLOC-Premium AIT Results

- Exquisite ITV on PAKGLOC
 - Reporting interval: ~20 min
 - No gaps in satellite coverage
- Automatic connectivity to government database
- Measure carrier performance
- Zero pilferage
- Improved personal security

Satellite Tracking Enhances
Logistics Capability



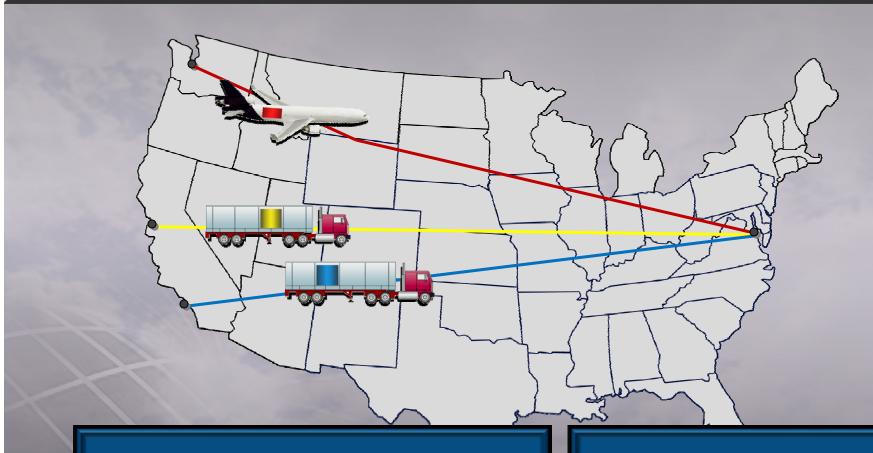
=**** Metering the PAKGLOC Pipeline



=**** DPO Initiative Cost Avoidance



= ** * = Defense Transportation Coordination Initiative (DTCI)



- > 600 CONUS Shipping Locations
- > 2,000 Receiving Locations
- Less Than Truck Load Rates

- No Overall Visibility
- Delayed Deliveries
- Mixed Cargo Priorities

= ** * = Defense Transportation Coordination Initiative (DTCI)



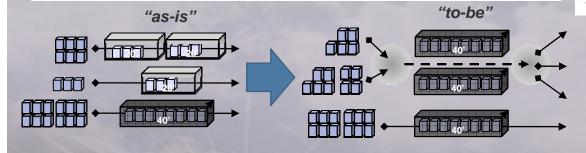
- Projected 15% Truck Load Rate Savings
- Higher % of On-time Pickup/Delivery
- Lower Damage/Loss Rates
- Enhanced In-transit Visibility

Process Improvement, Surface and Optimization and Alignment

-***=

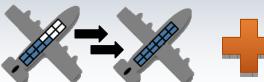
Surface Optimization

Optimization of surface traffic through maximal use and utilization of 40' containers will decrease costs while maintaining or increasing performance



Air Optimization

Substantial savings are attainable by increasing weight and cube utilization of high-volume channel flights while simultaneously using less-than-planeload services (e.g., CAT A) as "peak shavers"







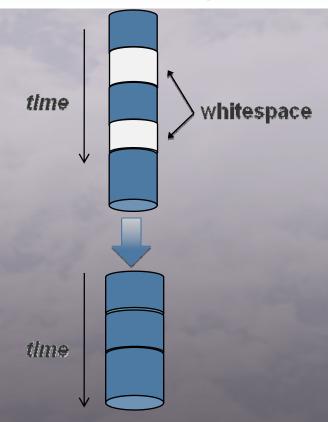




Fed Ex

Process Improvement

Distribution process improvement and deployment identifies opportunities to leverage improved business processes to remove distribution whitespace



=**** DPO Strategic Opportunity Overview

30.7						
(Based on current GWOT OPTEMPO)		Velocity	Precision		Supply Chain Cost Savings	Programmed Investment 1 (Years 1-3)
pə-	Process Improvement	10-15%	10- 15%		N/A	\$4-6M
TRANSCOM Led	Surface Optimization	0-5%	0-5%		\$45-90M/yr	\$7-10M
TR	Air Optimization	5-10%	5-10%		\$50-210M/yr	\$10-15M
DLA Led	Supply Alignment	5-10%	5-10%		\$163-241M/yr	\$3-6M+TBD ²
	Strategic Network Optimization	5%	5%		\$ 70-150M/yr	\$3-5M
	Estimated Benefit by implementation year 3	25-45%	25-45%	6	\$328- 691M/yr ³	\$27-42M +TBD

^{1 --} Does not include potential IT investments to automate optimizations or MILCON

^{2 -} TBD relates to inventory source of inventory (DLA, service, or purchase)

^{3 –} Excludes reduction in inventory from improved precision and reliability



A New Approach

(Commercial Implementation – Amazon.com)

Amazon.com Approach

- Top-Down Commitment
- Amazon Centrally Orchestrated and Engineered
- Maximized Capability Reuse
- Incremental Capability Delivery

Amazon.com Features

Leading Online Retailer (2008)

- Prescribed Business Rules & Service Interfaces
- Decouples Customer Requirements from Amazon Corporate Services Requirements
- Offers a Variety of Vendor Services to free Resources to Manage their Business and not IT
- Enables Vendors to leverage Robust Data Store & Infrastructure Capabilities
- Permits Dynamic Scaling for Business Growth



= *** = DPO Implementation - Corporate Services Vision



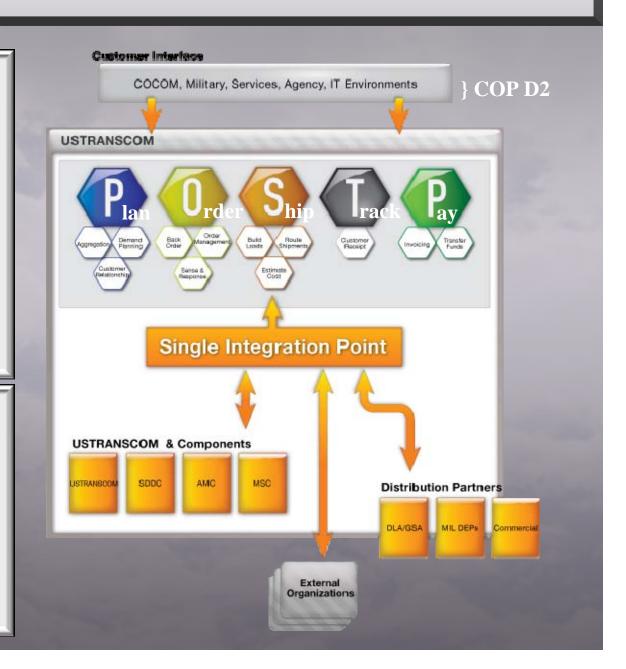
CSV Approach

- Top-Down Commitment
- Delivered Within Existing Resources
- Maximized Capability Reuse
- Incremental Capability Delivery
- Government Orchestrated and **Engineered**
- Distributed Construction
- Using All Acquisition Tools
- "Services" vice "Systems"

CSV Features

Standardized Mission Processes

- Standardized Mission and **Data Services**
- Allows Customers to Tailor **MILDEP Specific Capabilities**
- Standardized Interfaces and Vocabulary



USTRANSCOM Under Fire

98% of USTRANSCOM's C2 on UNCLASS Systems

100+ Structured Attacks on USTRANSCOM

-***=

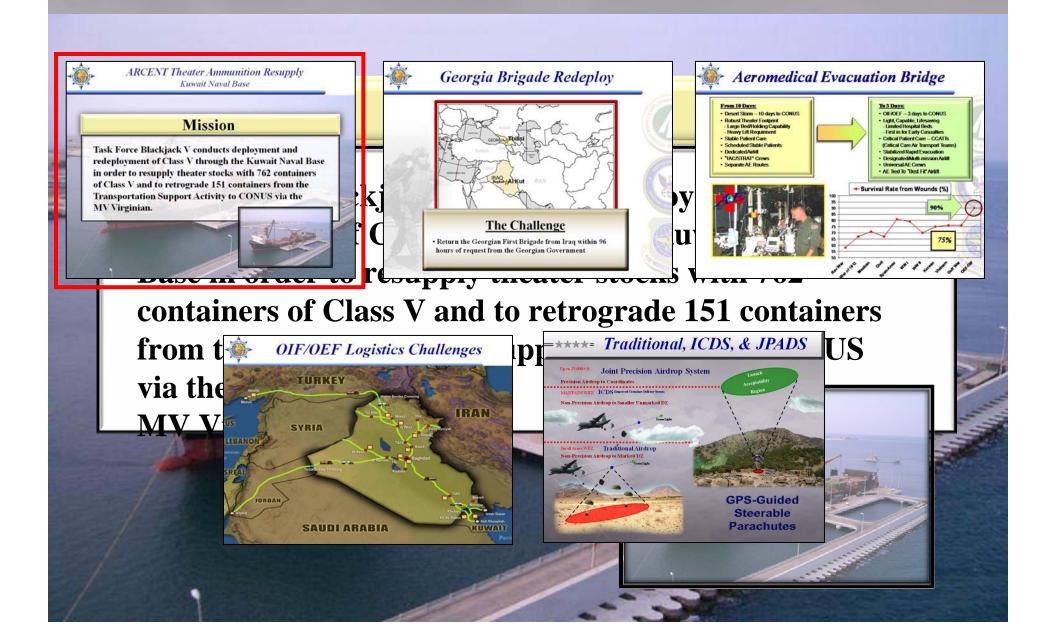
69 Aircraft
Shot at

2 Hits – None Critical



Defensive Systems & TTPs Critical to Combat Capability, Access, and Survival

= *** ARCENTeThe of Ammunition Resupply



= ** * ARCENT Theater Ammunition Resupply Kuwait Naval Base

Contract Support
• LOGCAP (KBR)

Kuwaiti Government

- Ministry of Defense
- Ministry of Interior

US Army

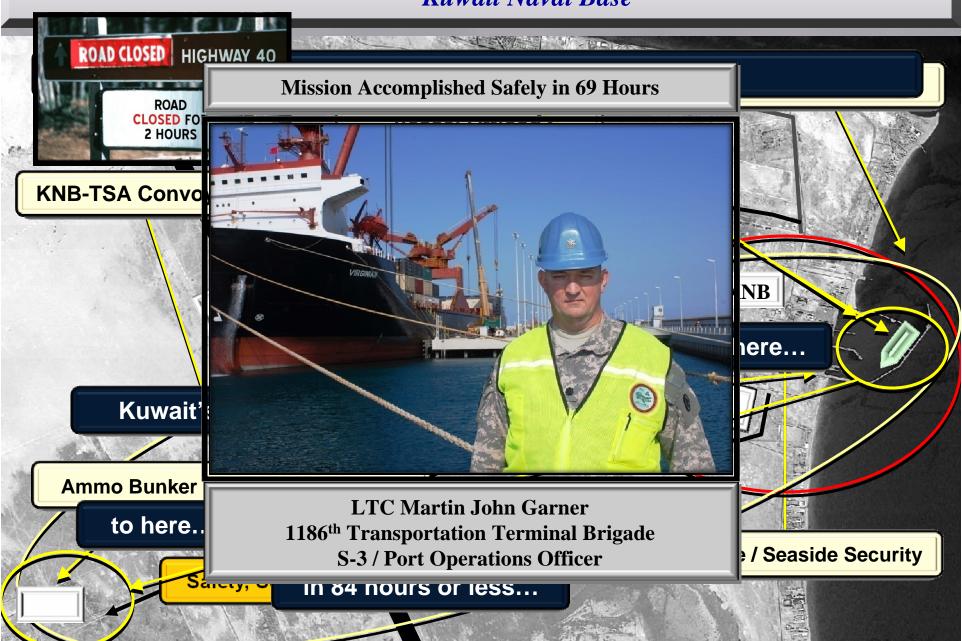
- 1st Theater Sustainment Command
- 311th Expeditionary Sustainment Command
- 595th Transportation Terminal Group
- Area Support Group Kuwait

US Navy

- Military Sealift Command Kuwait
- Maritime Expeditionary Security Squadron (MSRON)
- Naval Expeditionary Logistics Support Group (NAVELSG)
- Naval Expeditionary Medical Force Kuwait

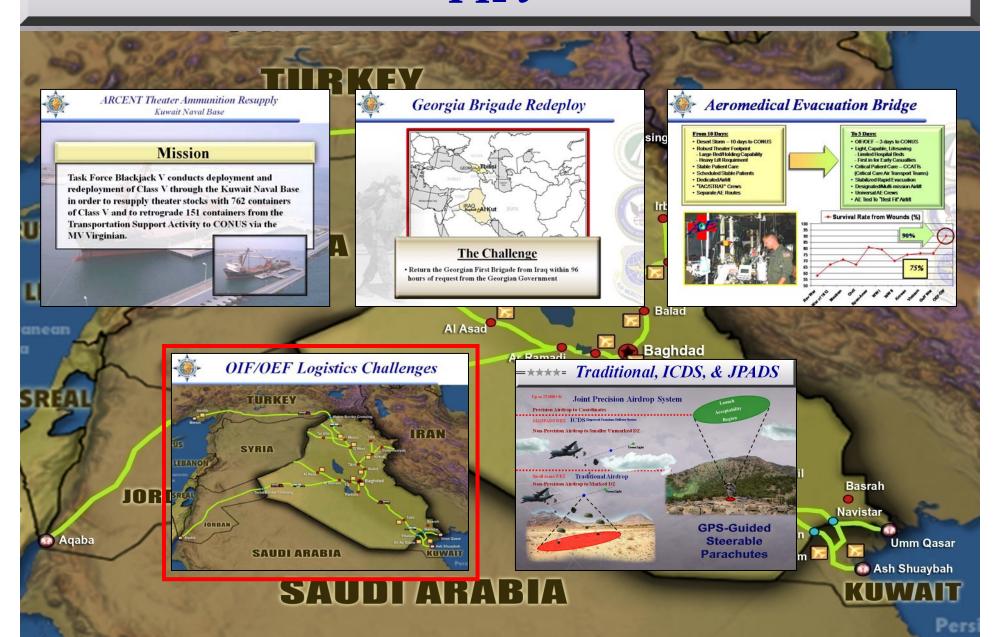
"World-class people performing logistical miracles."

= ** * ARCENT Theater Ammunition Resupply Kuwait Naval Base



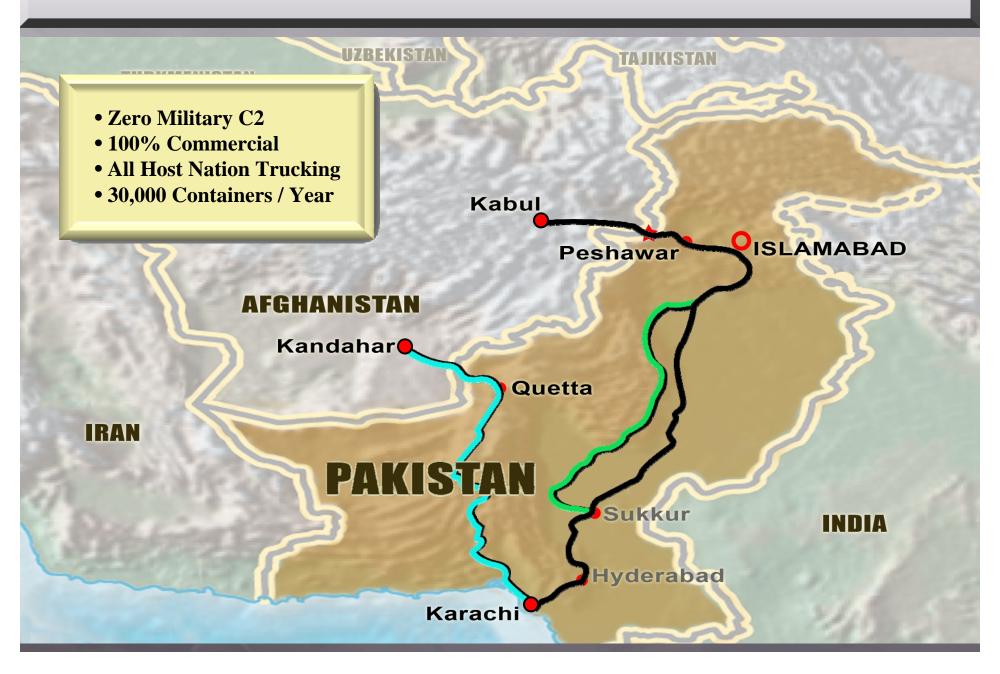


Reference of the Research of the State of th





=**** Pakistan Ground Lines of Communication



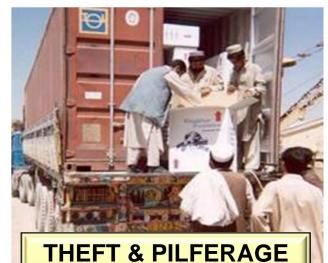
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PAKGLOC Issues









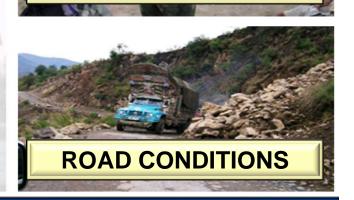
POLITICAL UNREST

EXPANDING MILITANCY

PAKMIL ROLE UNCERTAIN

ECONOMIC ISSUES

VISIBILITY ISSUES

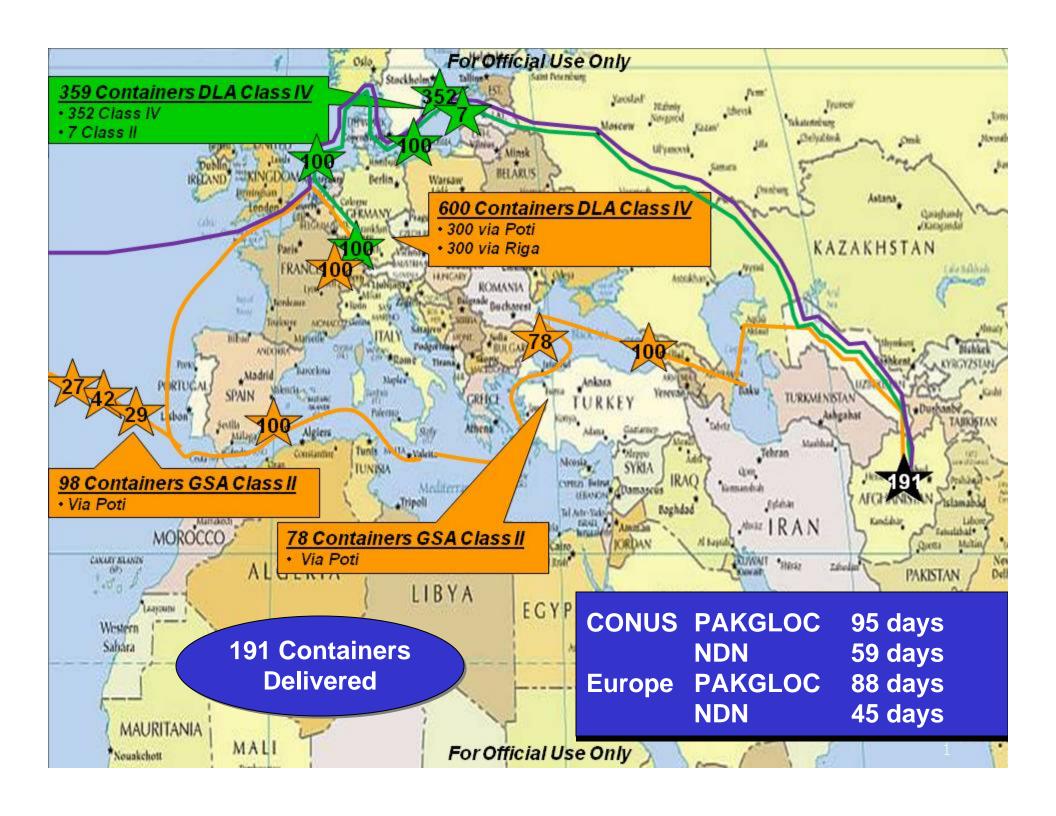


LABOR ISSUES

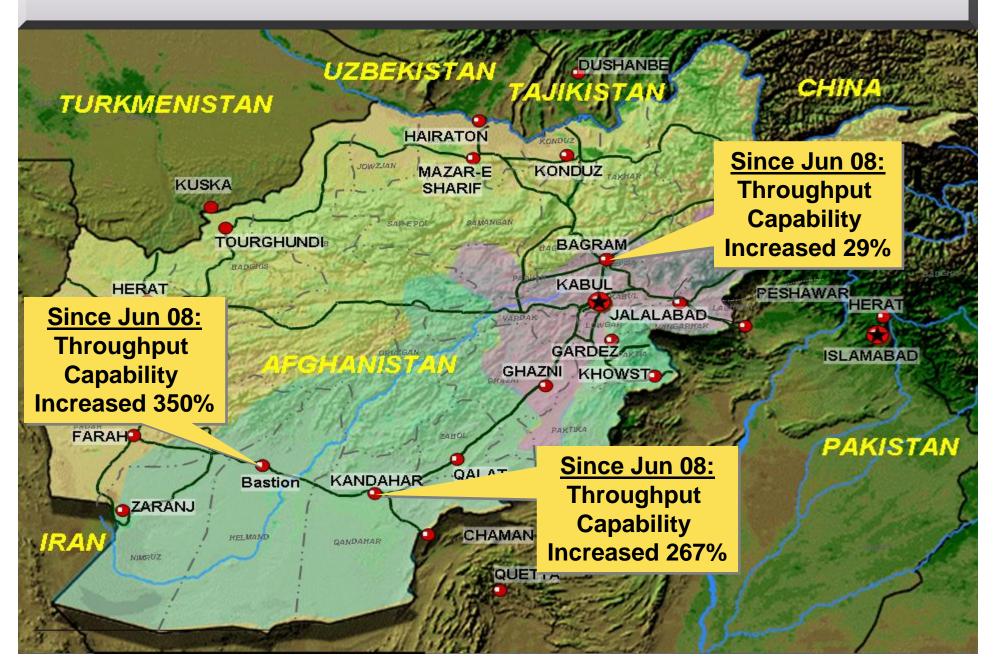
My Logisticians are a humorless lot...they know if my campaign fails, they are the first ones I will slay. - Alexander the Great

=*** Translueerk Distribution Notwork





=***= Velocity Improvements ISO OEF Plus Up



=**** Bottom Line - Support the Warfighter!



We move America's military might...make it happen...GIT-R-DONE!

=*** Keeping Promises



A Promise Given.....will be a Promise Kept!

UNITED STATES SOUTHERN COMMAND





Challenging Conditions



Poverty
Unequal wealth distribution
Social exclusion
Corruption
Weak Institutions







Security Challenges









- Narco-terrorism
- Crime/urban gangs
- Illicit trafficking
- Transnational terrorism
- Forgery/money laundering
- Mass migration
- Natural disasters

Transnational & Adaptive Threats

Regional challenges require cooperative solutions



Partnering Vision





SOUTHCOM Logistics Integration







JIATF - S

Advantages:

- Integration Catalyst
- Logistics "belly button"
- Unity of Effort

Challenges:

- Unity of Command
- Lack of Authorities
 - Rules, tools, processes

Miami Int'l Airport

Advantages:

- Gateway to South America
 - 3PL/PVO/NGO hub
 - HA/DR relief hub

Challenges:

 Authorities for NGO/PVO Cargo on DoD Platforms

USNS Comfort

Advantages:

- Stratcomm platform for USG goodwill and partnership
- Ashore and Afloat
 - 14 ports in 120 days

Challenges:

- Cyclical presence
- Not a 911 call.











Logistics - The Decisive Operation





Wins the hearts and minds of the disenfranchised

Builds infrastructure







Deters recruitment for terrorists

Promotes a culture of life instead of death

The rising tide is Non-Kinetic
We need Interagency, International, Private-Public Solutions



Innovation... NOT a One-way Street!





NATIONAL DEFENSE INDUSTRIAL ASSOCIATION

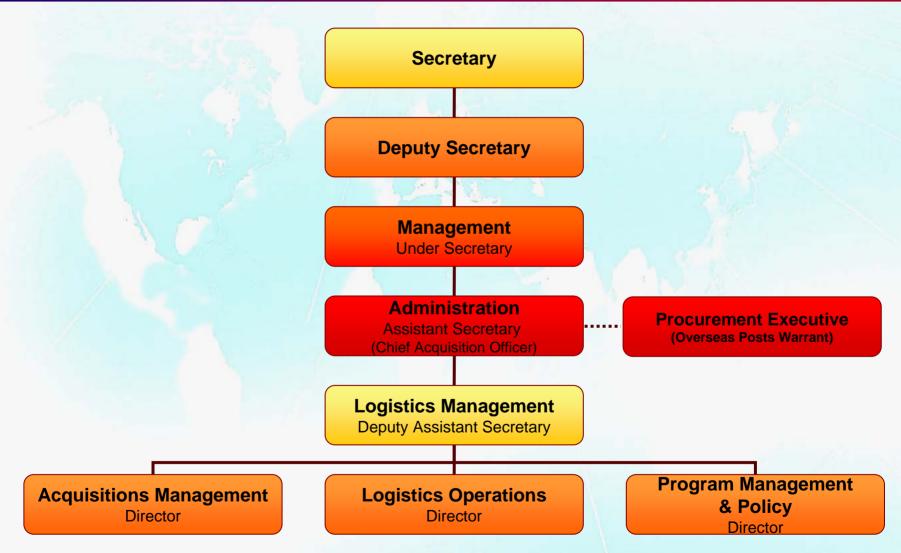
CONTINGENCY CONTRACTING AT THE DEPARTMENT OF STATE

Presented by

William Moser
Deputy Assistant Secretary of State
Logistics Management
U.S. Department of State
703-875-6956



ORGANIZATION





TOP TEN for IRAQ & AFGHANISTAN*



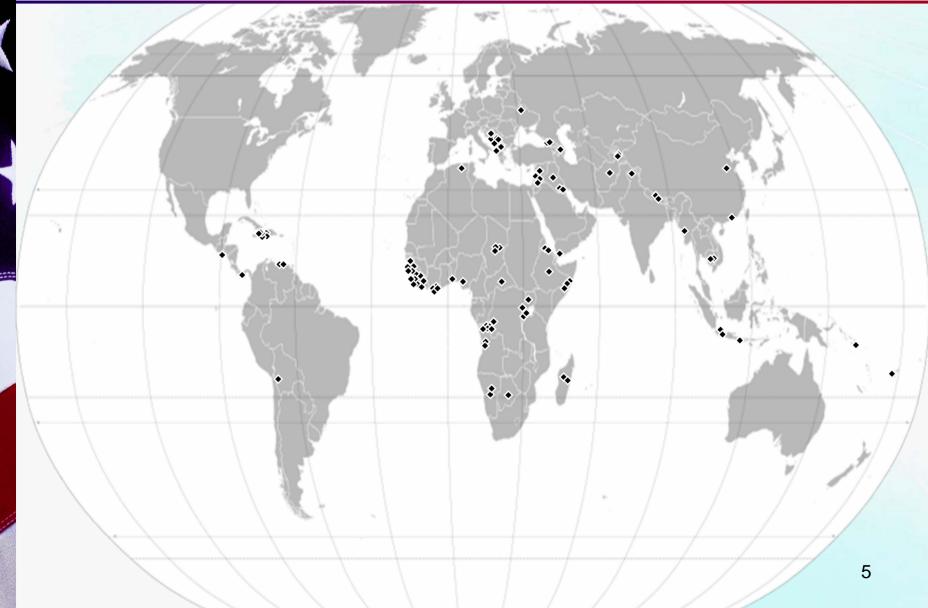


CONTINGENCY CONTRACTING Natural Disasters



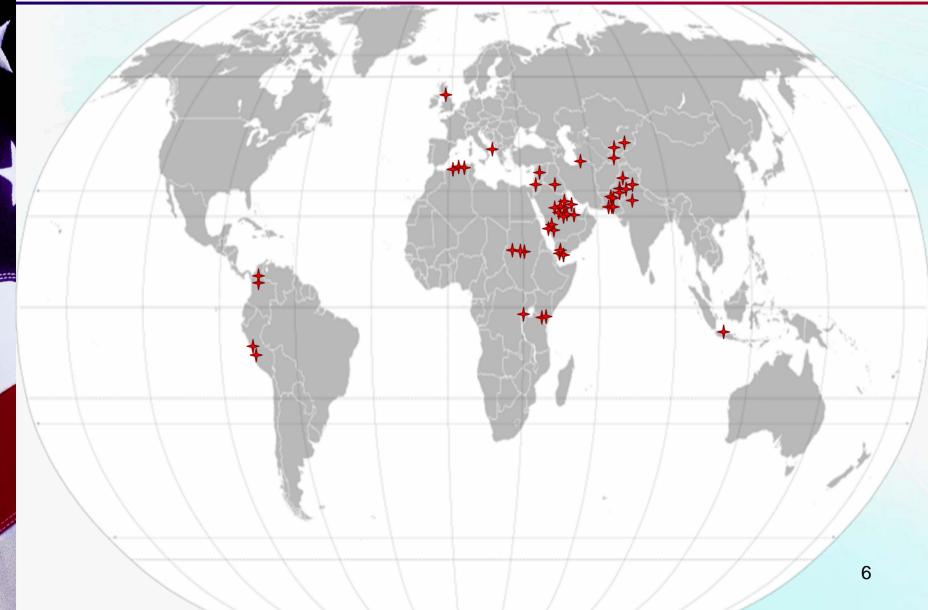


CONTINGENCY CONTRACTING War/Civil Unrest



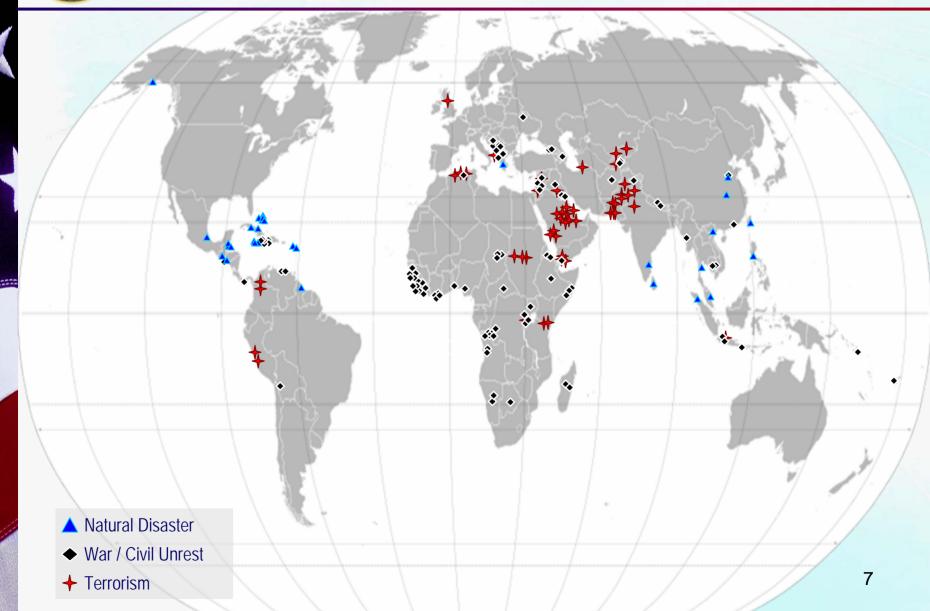


CONTINGENCY CONTRACTING Terrorism





CONTINGENCY CONTRACTING







Contract Support in Contingency Operations

Mr. Gary Motsek
OSD/AT&L ADUSD
(Program Support)
8 April 09



Today's Environment: Setting the Stage



ADUSD – Program Support

- ➤ There has been an ever increasing reliance on contractors in the support of the military across the range of operations.
- Post Cold War environment changed the "ratio"
 - Shift to an all volunteer force
 - Force Cap Restrictions (reduction of military forces, but limited reduction of "combat forces")
 - Increasingly sophisticated technology; performance based logistics
 - Many service and support functions being outsourced to contractors as a result of Office of Management and Budget (OMB) Circular A-76

Expectation of life-cycle monetary savings

DoD Contractor Personnel in the USCENTCOM AOR (4th Qtr FY 08)

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host . Country Nationals
Leaq Only	163,446	28,045	72,109	63,292
Afghanistan Only	62,252	S,40S	4,38:	53,466
Other USCENTCOM Locations	34,980	7,440	24,190	3,390
USCENTCOM AOR	266,678	40,890	100,640	125,148

Contractors currently make up ~50% of total force in CENTCOM AOR



We Did These Things Well



ADUSD - Program Support

- ✓ Quick reaction to place contractor resources where needed to meet emerging requirements
- ✓ Private companies responded quickly to requirements
- ✓ Contractors ready, willing and able to work wherever

National Defense Strategy (June 2008):

The Department's greatest asset is the people who dedicate themselves to the mission. The Total Force distributes and balances skills across each of its constituent elements: The active Component, the civilian workforce, and the private sector and contractor base.

Contractors are a force multiplier



...But...



- Requirements definition & up front planning
- Coordination
- Communications
- Procedures / Oversight
- Personnel tracking
- Legal accountability
- **Quality control**
- Competition among services
- Varying standards of support



In Terms of Contractors, We Planned for This....



ADUSD - Program Support



...This Showed Up



ADUSD – Program Support





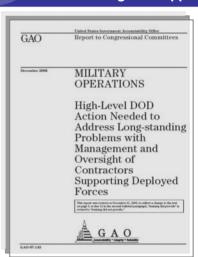
Requirement for Change



ADUSD - Program Support

Driven by:

- AOR lessons learned
- Audits and studies (GAO, SIGIR)
- 2007 Gansler Commission Report
- National Defense Authorization Acts from FY07, 08 & 09
- Emerging legislation driving increased oversight
- Restrictions on Inherently Governmental Functions





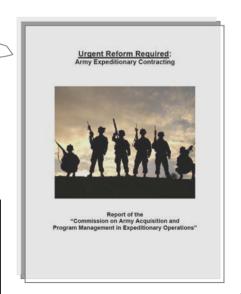
Contractor Fraud Unchecked In Iraq

IG Faults Oversight Of Security Contractors

Retired Army Major Pleads Guilty in Bribery Scheme Involving Department of Defense Contracts in Kuwait

In Process:

- -- Commission on Wartime Contracting in Iraq and Afghanistan
 - CJCS Dependence on Contractors Task Force





Back Ups



ADUSD – Program Support



OCS Strategic Goals



ADUSD - Program Support

Organization

Develop comprehensive solutions to integrate OCS and eliminate redundancies (Joint Contingency Acquisition Support Office)

Accountability and Visibility

100% visibility and accountability of contractors in designated contingency operations

Integrated Planning

Institutionalize OCS planning across all OPLANS & CONPLANS

Policy & Doctrine

Total integration of DoD and interagency contract support policy

Personnel & Training

Senior non-contracting officers trained and familiarized in OCS prior to deployment

OCS Concept of Operations (CONOPS)

Capabilities based analysis to drive future solutions (JCIDS)





Legislative Requirements



ADUSD - Program Support

Section 854 of the FY 2007 NDAA requires:

a preplanned organizational approach to program management during combat operations, post-conflict operations, and contingency operations that is designed to ensure that the DoD is prepared to conduct such program management; and

The ADUSD (PS) is the Program Manager for Operational Contract
Support

✓ the identification of a deployable cadre of experts, with the appropriate tools and authority, led by a senior commissioned officer or member of the Senior Executive Service.

> Section 862 of the FY 2008 NDAA requires:

- ✓ SECDEF, in coordination with SECSTATE, to prescribe regulations on selection, training, and conduct of PSC personnel
- ✓ DoD Instruction on PSCs being prepared for publication will address this requirement.
- ✓ DoD-DoS MOA on PSC operations currently implemented in Iraq.

Section 861 of the FY 2008 NDAA requires:

- ✓ DoD, DoS and USAID to use a common database to track specific information about contracts and contractors supporting contingency operations.
- ✓ SPOT identified as the common database through an MOU signed July 2008.
- Section 1248 of the FY 2008 NDAA is aimed at gaining access to information that can be used to verify employment of Iraqi nationals by the United States Government, that could be used in the processing for Iraqi refugees.



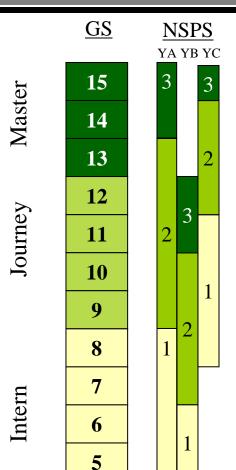








Leadership Development Track



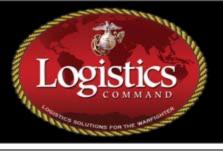
30 Day "External" Rotational Assignment CLD Phase III & Phase IV

Defense Leadership & Management Program, LEGIS/Congressional Fellowship Program, EPP, ICAF, FEI, National Security Management Course, Seminar XXI Graduate/higher degree in related field

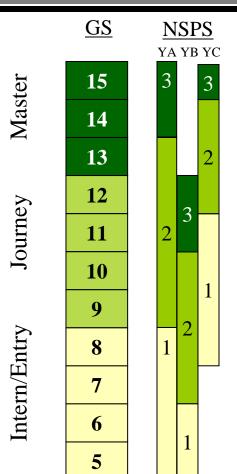
30 Day "External" Rotational Assignment CLD Phase II & Phase III Presidential Management Fellows, DoD ELDP, USDA ELP Undergraduate/Graduate degree in related field

30 Day "Internal" Rotational Assignment CLD Phase I

Aspiring Leader Program, New Leader Program
Undergraduate degree in related field



Logistics Workforce (2010/0346)



Graduate/higher degree in technical, scientific, or managerial field Enterprise Life Cycle Logistics Management CLD Phase III & IV

Undergraduate/Graduate degree in technical, scientific. or managerial field Intermediate Acquisition Logistics, (Part A & B); Performance Based Logistics, Part A & B); Configuration Management; Provisioning

CLD Phase II & III

High School diploma/Undergraduate degree in related field
Acq Logistics Fundamentals; Systems Sustainment Management Fundamentqals;
Performance Based Logistics Fundamentals
Defense Inventory Management
CLD Phase I



National Defense University

Center for Joint and Strategic Logistics Excellence

Industrial College of the Armed Forces

Educating Future Logisticians





Logistics Definitions

- CSCMP
- Ballou, Glaskowsky, Lambert, etc
- DOD
 - The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations that deal with:
 - a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel;
 - b. movement, evacuation, and hospitalization of personnel;
 - c. acquisition or construction, maintenance, operation, and disposition of facilities; and
 - d. acquisition or furnishing of services.





Education and Training



PhD

MBA

MS

MA

JD

Undergraduate:

Engineering

Business

Math

Computer Science

Others

Performance

Executive Education:

Specialized

General-Executive

SCM

Logistics

Training:

Specialized

SCM

Logistics

Forecasting

Requirements

Contracts

ERP

ETC.

Non-degree





People Needs—Our Needs

FIGURE 1 HUMAN CAPITAL IN LOGISTICS Skills Experience

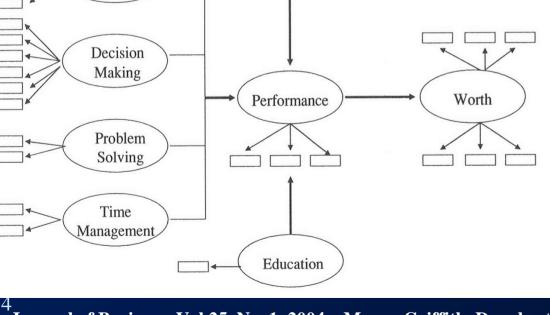
Future Needs

--Logistics expert

--OK with uncertainty

--Global perspective

--Decisions with minimal info







Logistics Education

- CENTER FOR JOINT AND STRATEGIC LOGISTICS NDU
 - Vision—create premier education center with ability to provide analysis to improve joint and strategic logistics education, expertise, and competence throughout the Defense, interagency, and multinational communities
 - Mission—develop leaders who understand and employ the "force multiplying effect" of joint and strategic logistics. Center attributes:
 - SCM Oriented—Insightful—Unbiased--Dispassionate/Analytical
- ICAF Supply Chain Management Concentration Program





The Industrial College of the Armed Forces

Mission....to prepare selected military and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy.

Educating Future Logisticians





Industry Fellows AY 08-09

- **★ BAE Systems**
- ★ Battelle
 - ★ Boeing
 - ★ CSC (Computer Sciences Corporation)
 - **★** EADS
 - **★** Harris Corporation
 - ★ IBM
- KPMG THE FUTURE
 - **★ L-3 Communications**
 - * LMI (Logistics Management Institute)





Future

- Future Needs
- --Logistics expert
- --OK with uncertainty
- --Global perspective
- -- Decisions with minimal info





Simple EOQ w/Variable Lead Times

- Average lead time, *AVGL*
- Standard deviation, *STDL*.
- Reorder Level, R:

$$R = AVG \times AVGL + z\sqrt{AVGL \times STD^2 + AVG^2 \times STDL^2}$$

Amount of safety
$$stock=z\sqrt{AVGL\times STD^2+AVG^2\times STDL^2}$$

Order Quantity =
$$Q = \sqrt{\frac{2K \times AVG}{h}}$$



Operationalizing Information Technologies: Impact on People, Processes and Readiness ~ TRENDS



- Operationalizing Back-Office Solutions
- Alignment to Operational Requirements
- Strategic Shift Toward Sustainment Operations
- Organization And Structure
- Design For Sustainment
- Movement Away From Applications And Toward An Integrated Business Process Platform
- Strategy ~ Execution ~ Decision Support ~ Accountability
- Enterprise Decision Support And Authority At The Information Worker Level
- Monitor, Manage, Report And Execute In The Same System
- Partnerships
- Focus On Core Capabilities
- Public/Private
- Increased Involvement Of Partners And Sub-contractors
- Extended Supply Chain
- Customer To Sub-tier Supplier







NDIA Logistics Conference Challenges in an Evolving National Security Environment

April 2009



Operational Logistics Challenges in and Evolving National Security Environment



Re-emergence of old threats:

- Drug interdiction
- Piracy
- Pollution response
- Alien Migration Interdiction Operations

Global Financial Markets:

- Marine Safety and Aids to Navigation (ATON) roles are key to maritime commerce
- Deepwater Acquisition Strategy Need to recapitalize aging assets

Arctic Operations:

- Search and Rescue
- Logistics support of deployed resources (lack of DOD infrastructure)
- Ice breaker fleet



Operational Logistics Challenges in and Evolving National Security Environment



Operational shift from Iraq to Afghanistan:

- Coast Guard involvement expected to diminish
- 6 110' cutters will currently in theater
- Port Security Units (PSU) currently in theater

Global strategic threats versus tactical threats:

- Maritime security will increase, requiring additional small boats, helicopters and weapons.
- Maritime Domain Awareness (MDA) will require "pushing out the borders" (i.e. earlier detection, further offshore)
- Increased requirements for container inspections



The Way Ahead

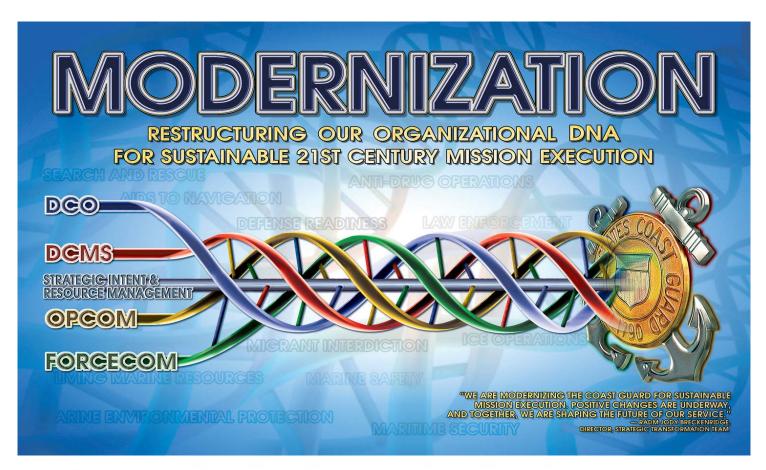


- Acquisition Strategy- Recapitalizing:
 - NSC
 - C-130
 - Patrol Boats
 - C4ISR
 - Infrastructure
- Bridging Strategy for Sustaining Aging Assets:
 - Maximize service life expectancy
 - Reengineer H-65s
- Dramatic Organizational and Business Process Transformation



NDIA Logistics Conference Homeland Defense: People, Processes and Technology in Crisis Response





April 2009



What Exactly is the Coast Guard Modernization?





The Coast Guard Modernization will:

- Make our support systems *more responsive* to our operators.
- Make our force structure *more responsive* to mission

Enhancing cuthe Make our Coast Guard more responsive to our Nation.

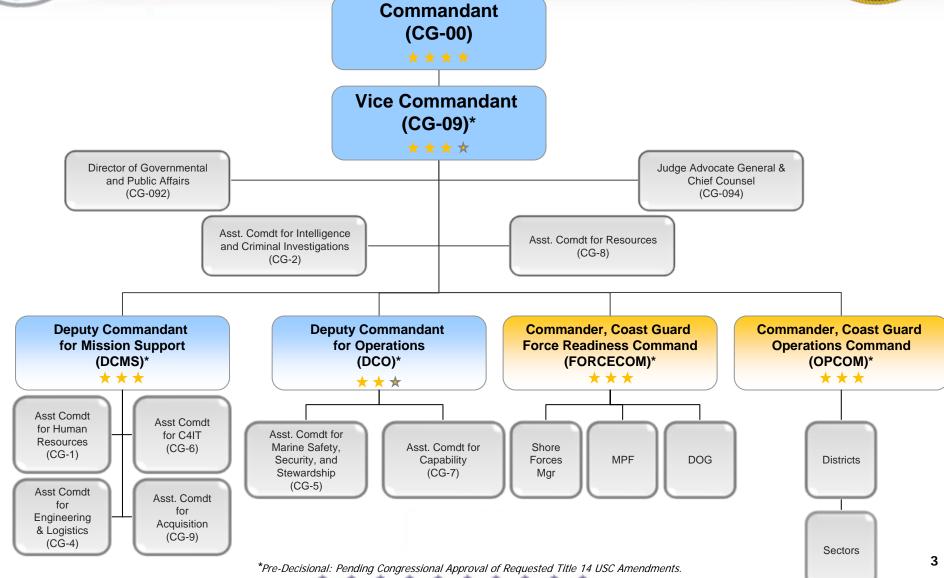
operational command and control.

- Standardizing doctrine and training, including tactics, teppigues and procedures.
- Enhancing and unifying mission support systems.
 - Uniting the CG Training System.
- Improving operational decision making aligned with support delivery.
- Incorporating life-cycle management into acquisitions.
- Bolstering Coast Guard/maritime stakeholder relations.
- Providing stronger focus on the needs of the workforce.
- Ultimately positioning the Coast Guard for long-term successful mission execution.



Envisioned Coast Guard Organization After Modernization

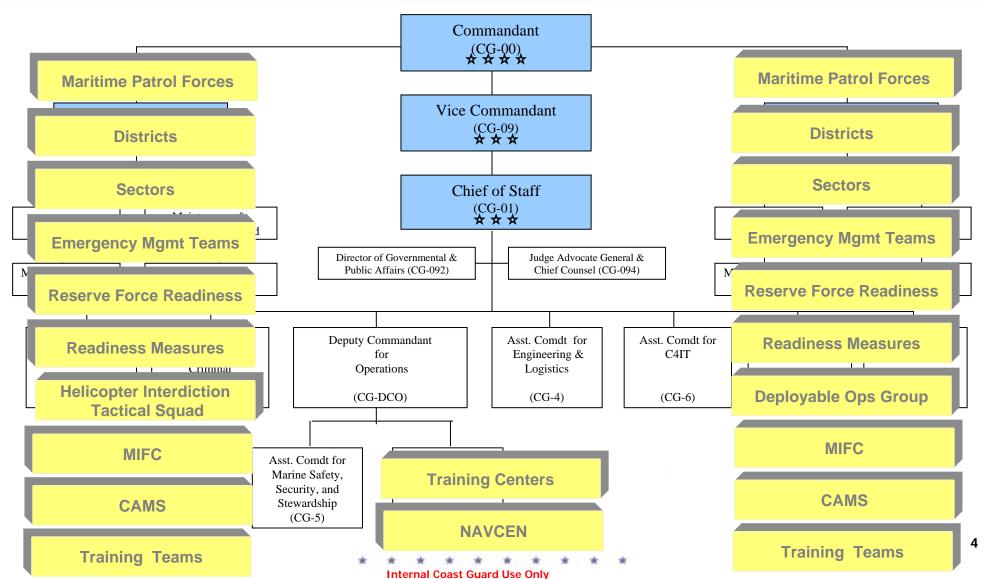






Alignment: FORCECOM and OPCOM







Alignment: FORCECOM and OPCOM



Commander, Coast Guard
Operations Command

Maritime Patrol Forces

Districts

Sectors

Emergency Mgmt Teams

Reserve Force Readiness

Readiness Measures

Helicopter Interdiction
Tactical Squad

MIFC

CAMS

Training Teams

Force Readiness Command

Maritime Patrol Forces

Commander, Coast Guard

We're aligning operational

and readiness functions to enhance mission execution.



Operations

Training Centers

NAVCEN

Internal Coast Guard Use Only

Districts

Sectors

Emergency Mgmt Teams

Reserve Force Readiness

Readiness Measures

Deployable Ops Group

MIFC

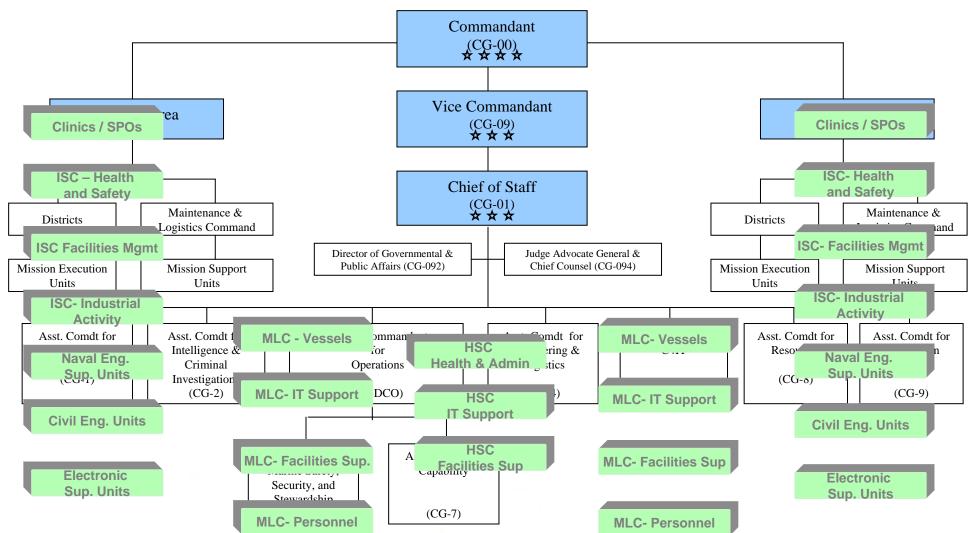
CAMS

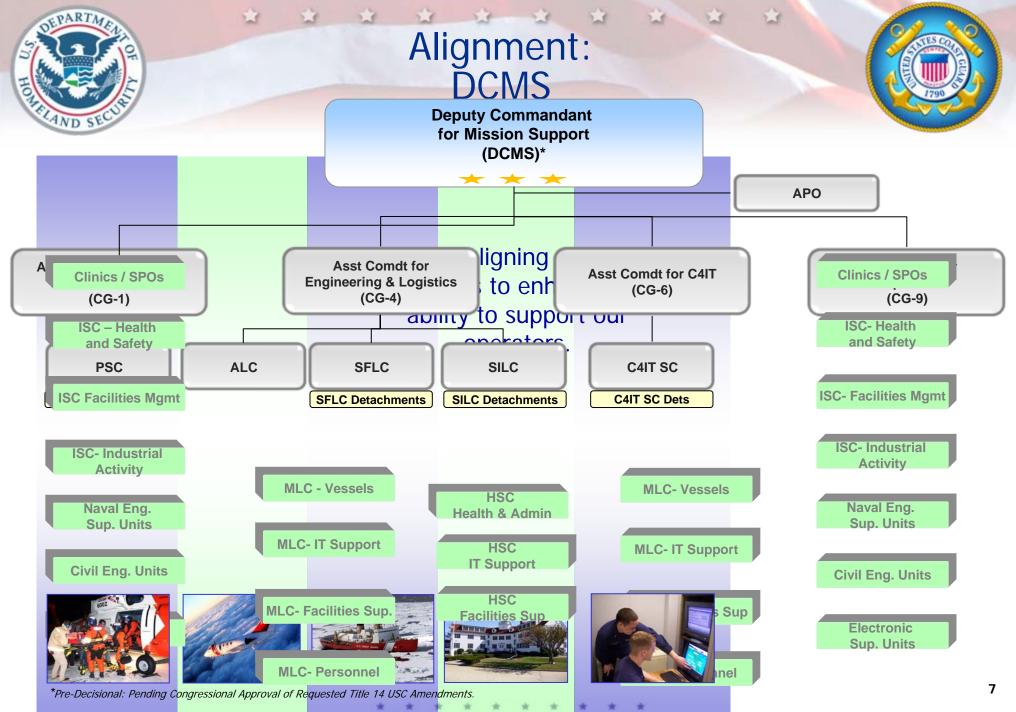
Training Teams



Alignment: DCMS









Where we are today:



DCMS

Modernization

Initial Stand-Up

Initial Stand-Up

Initial Stand-Up

Initial Stand-Up

IOC

Aviation
Logistics
Center
Commissioned

October 30, 2008

Surface Forces Logistics Center

Asset Project
Office

January 27, 2009

C4IT Service Center

February 9, 2009

Shore Infrastructure Logistics Center

February 17, 2009

Personnel Service Center

March 16, 2009

100

Mission Support Organization

TBD

FORCECOM

November 2008: DOG aligned

April 2009: Emergency Management teams aligned

April/May 2009: Assume TRACENs and HITRON

OPCOM

March 2009: OC-2

April 2009: OC-3,OC-5, OC-7, OC-8, Dist. 11, Dist. 5, and LANT CC

May 2009: OC-1, 00/09

Continue Organizational Alignment



IOC Milestone: 1 June 2009

Our Goal: To be "Always Ready" in time for Hurricane Season



USCG Logistics Business Model



"The logistics system will . . . have a uniform look and feel that does not vary by platform, equipment, unit type, or geographic location. This will be accomplished through standard integrated policies, business practices, and information systems."

- The ECONOP - 1993





Four Cornerstones of Logistics Transformation



COAST GUARD OPERATIONS

BI-LEVEL MAINTENANCE PRODUCT LINE MANAGER

CONFIGURATION TOTAL ASSET VISIBILITY

MISSION SUPPORT

Our Goal: Improved support for mission execution



Where can I learn more?



ON THE WEB

- www.uscg.mil/modernization
- http://cgcentral.uscg.mil/ (click on modernization)
- iCommandant: www.uscg.mil/comdt/blog/
- HTTP://CGWEB.LANT.USCG.MIL/ (click on OPCOM)
- HTTP://iFORCECOM.blogspot.com/

SEND AN EMAIL:

- AskDCMS@USCG.mil
- AskFORCECOM@USCG.mil
- OPCOM_Implementation@USCG.mil
- USCGModernization@USCG.mil

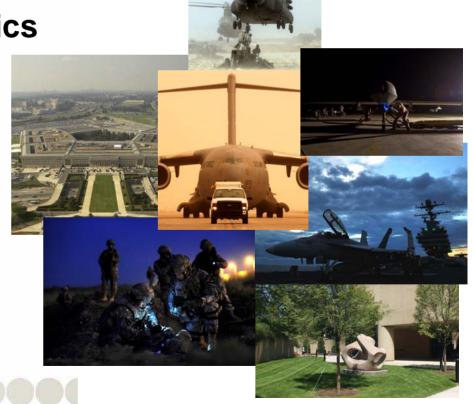


The National Defense Business Institute

...It's About <u>Good Government</u>
When You're A Nation At War

25th Annual National Logistics Conference and Exhibition

"Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness"



New World Order

- Out with the "Old," in with the "New."
 - 11K Contractor Positions Converted Out...9K New Hires In
 - o By 2015
- •Not to Worry that's the Acquisition Work Force We're Logistics
- Not So Fast...
- "We will reduce the number of support service contractors from our current 39 percent of the workforce to the pre-2001 26 percent."
 - o 33 Percent Reduction
 - Goal to Hire 13,000 New Civil Servants in FY10
 - o Goal to Hire as Many as 30,000 in Next Five Years

Now, Here's My Plan

- NDIA Be Part of the Solution...FAST
 - Logistics is the "LIFE" in Integrated Life-Cycle Management
 - It Starts with the Formulation of the Material Solution
 - Help Establish Criteria for Government vs. Contractor Positions
 - Help DAU and Other Institutions Plan, Develop Curricula, Educate

Did I mention Educate?



Who wants to be small when they grow up?

Leveraging large partners for small business gain!





The Columbia Group - Key Statistics

- Employees
- FY2008 Revenue
- Locations
- Small Business Mix
- Prime-Sub Mix

260

\$38.5M

National Capital Region/

Panama City, FL

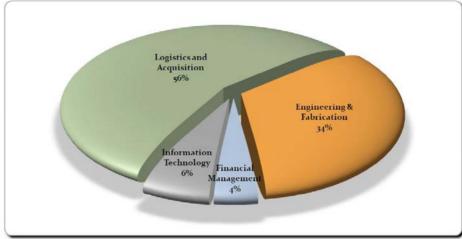
14%

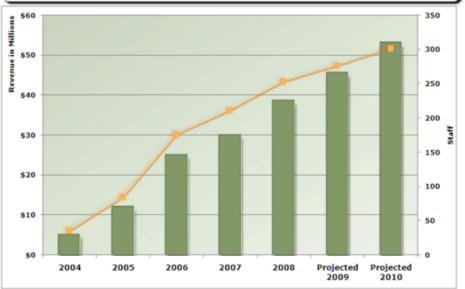
80% - 20%





The Columbia Group – What We Do

















Looking for Large Partner Leverage

- Bench strength, talent, key personnel
- Relevant past performances
- Relationships
- Compatible culture and value system
- Trust, long-term view











Our Large Partner Matrix

Partner Contract Vehicle

AECOM Seaport e

Alion Seaport e

ARINC Seaport e

Battelle CEOss

Booz Allen CEOss/Seaport e

CSC Seaport e

General Dynamics EFV Program

Perot Systems Seaport e



Case Study: USMC HQ Logistics Modernization

Booz Allen Leverage Logistics Modernization

Bench Strength Yes

Key Personnel Yes

Past Performance Yes

Relationships Yes

Culture & Value System Yes

Trust & Long Term View Yes

Other Case Study Notes

Was Large Partner Key to Win Yes

Year 1 Volume \$1.5M

Current Volume \$4.5M

Expected term of relationship 10 years +













Case Study: CEOss Ground Based Optical Surveillance

Booz Allen Leverage	G-BOSS
---------------------	--------

Bench Strength Yes

Key Personnel Yes

Past Performance No.

Relationships

Culture & Value System Yes

Trust & Long Term View Yes

Other Case Study Notes

Was Large Partner Key to Win Yes

Year 1 Volume \$1.5M

Current Volume \$3.5M

Expected term of relationship

6 years +









THE COLUMBIA GROUP - Committed to Excellence, Dedicated to Customers



Who wants to be small when they grow up?

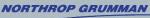
Large partner participation in TCG Business: 70%







Non Export Controlled Information - Releasable to Foreign Person









Autonomic Logistics Global Sustainment (ALGS) 21st Century Sustainment for the Lightning II





F-35 Sustainment Solution...

Integrated Business Approach T STRIKE FIGH

Integrated Training System

E-35 IIGHTNING II

Integrated Support System



Integrated Information System

Completely Integrated & Integral to the Aircraft



F-35 Improves Supportability, & Deployability



- New Logistics Model
 - Revolutionary Integrated Diagnostics
 - On-Board Health Monitoring
 - Electronic Tech Data
 - Portable Maintenance Aids





Worldwide Support 24 / 7

What is Autonomic?



- The JSF Autonomic System Provides:
 - Failure analysis
 - System health monitoring
 - System status and health transmission
 - In-flight system service re-routing
 - Post flight services:
 - Correct repair parts
 - Support Equipment
 - Fuel
 - Weapons
 - Trained maintainers



Autonomic Monitoring, Prognostics & Health Mgmt support the F-35



Integrated Information System

TRADITIONAL

- Non-Integrated Info Systems
- Precautionary LO Repairs
- No Reach Back to Formal Training
- Multiple Info / Support Systems
 Not Integrated

F-35 ALIS

- Total Asset Visibility
- LO Health Assessment System
- Connectivity to Training Centers
- Integrates OEM Engineering, Supply, and Training With the Customer

BENEFIT

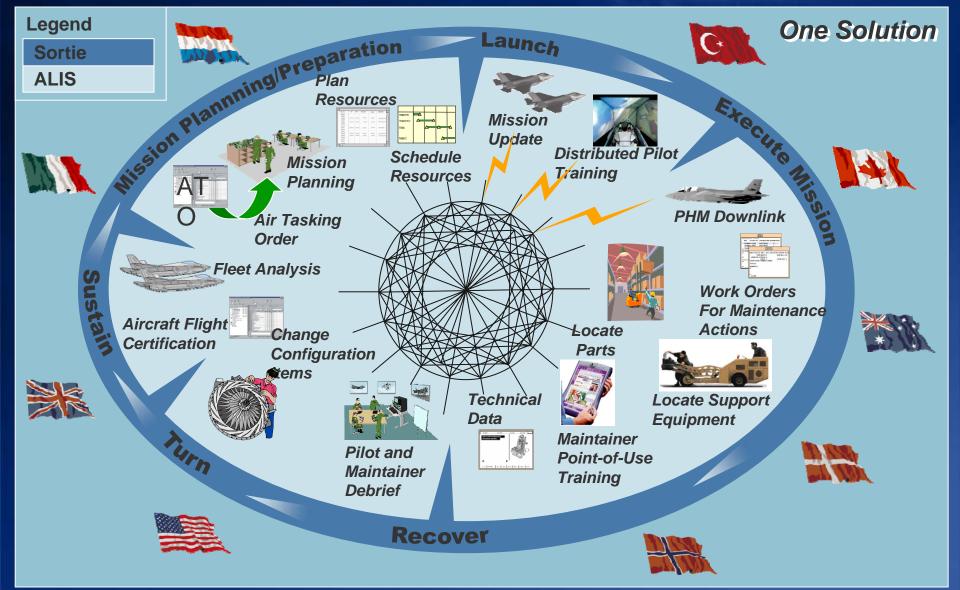
- Integrated Mission Planning / Maintenance / Supply / Training / Qualifications / Aircraft Info
- Unclassified LO Confidence Reports
- Data / Procedure Currency



Most Current Information Continuously Available

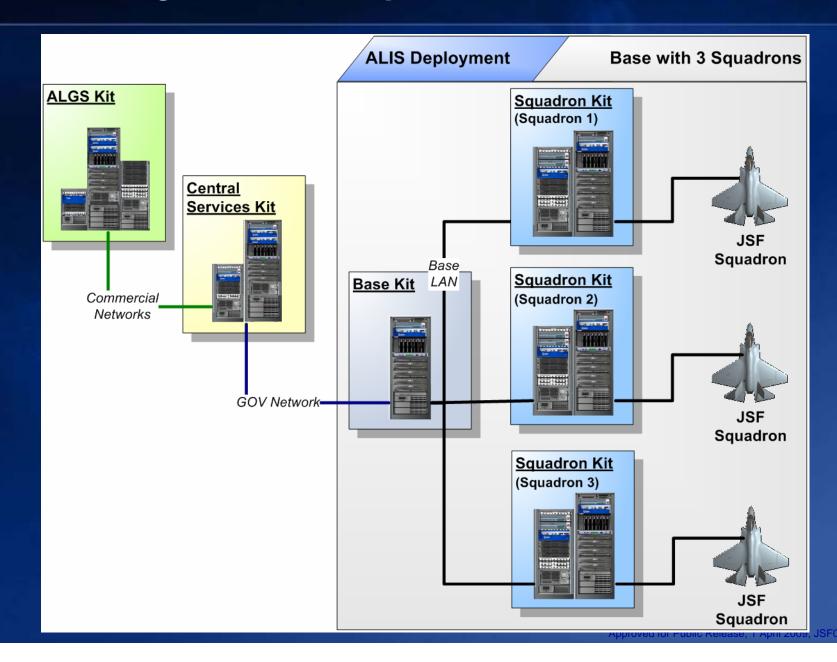


ALIS Supports All Phases of Sortie Generation



ALIS Configuration Example





ALIS Summary



- Initial ALIS Design Complete; Architectural Framework Established
- Provides:
 - Air Vehicle Operational Support & Maintenance
 - Supply Chain, Support Equip Mgmt
 - Distributed Training
 - Integration with government infrastructures
- Currently supporting the Flight Test air-vehicles

ALIS is the Logistics Enabler for the F-35



Defense Logistics Agency



National Defense Industrial Association

April 8, 2009

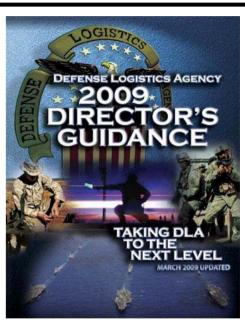
VADM Alan Thompson, SC, USN, Director, DLA



Director's Guidance 2009

22 Initiatives Centered on 4 Strategic Focus Areas

- Warfighter Support Enhancements
 - Supporting US Forces Increase in Afghanistan
 - Supporting Responsible Drawdown in Iraq
- Stewardship Improvements
 - Identifying Prudent Cost Reductions
 - Enterprise Risk Management
- Business Process Refinements
 - Assessing EBS Performance and Potential
 - Improving Demand/Supply Planning & Supply Chain Alignment
- Workforce Development
 - Enterprise-wide Employee Survey
 - Enhancing Support & Capabilities of Forward Support Personnel





Warfighter Support Enhancements

- Supporting US Forces Increase in Afghanistan
 - Surging/Prepositioning critical supplies
 - Increasing fuel storage capacity
 - Scaling distribution capability theater wide
 - Establishing an additional DRMO in RC South
- Supporting Responsible Drawdown in Iraq
 - Embedded in the planning process at all levels
 - Pro-actively preparing for disposal requirement surge
 - Ready for changes in demand patterns
 - Coordinating reset requirements at CONUS depots



End to End (E2E) Supply Chain Integration (SCI)

- Leverage existing core competencies (SCI and Acquisition)
- Align new weapon systems support to legacy weapon systems support
- Acquire and integrate where E2E supply chain does not exist
- Align strategic materiel with flexible response when integration services are not required
- Provide "Tailored Logistics Support"... enabled by BRAC and EBS





DLA ... Poised for the Future

BRAC 2005

- Realigns infrastructure management:
 - Consolidates Service DLR Procurement
 - > Privatizes Commodity Management
 - > Reconfigures Supply, Storage, and Distribution

Enterprise Business System (EBS)

- DoD's only successfully implemented logistics ERP
- Links warfighter demand with strategic supply partners
 asset visibility
- E-Procurement = E2E procurement functionality



DLA ... Poised for the Future

Bottom Line:

- Flexible, agile E2E supply chain integrator
- Key logistics partner in the DoD Enterprise
- World-wide presence
- Integrator of Joint Warfighter demand with supply





"There are some who question the scale of our ambitions — who suggest that our system cannot tolerate too many big plans. Their memories are short. For they have forgotten what this country has already done; what free men and women can achieve when imagination is joined to common purpose..."

> President Barack Obama Jan 20, 2009

United States Marine Corps Operational and Logistics Imperatives

1. From Iraq to Afghanistan...

- Integration of Service and coalition logistics
- Developing operational logistics "on the move"

2. Expeditionary forces – in the purest sense...

- Integrated expeditionary logistics operations: sustainment amidst austerity
- Decreased forward-basing; increased forward presence
- Full competency in seabasing

3. The Two-fisted Fighter in the Three Block War...

- Expanded "hybrid logistics" mission set
- Naval forces as "first responders"

4. The Global Economy and Crisis Ignition...

Resourcing for the irregular fight

